THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

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AN OFFER TO SUPPORT RESEARCH

This invitation is open to colleagues in academia, industry, government, or ?. The aim is to improve measured productivity and the quality of working life through survey feedback, coaching, and training.

Background

My **Survey of Management Practices** (SMP) and **Survey of Sales Relations** (SSR) discriminate between high and low performers when assessed by attainment of administrative goals, factory production, or sales. Survey assessments are by selves, superiors, subordinates, customers, or prospects as appropriate.

We have also shown that the quality of working life as measured by the **Survey of Group Motivation and Morale,** is heavily dependent on managerial skills as measured by the **Survey of Management Practices.**

And, we have demonstrated that managers' profiles, can be raised significantly in as short a time as five weeks.

The **Survey of Management Practices** assesses skills such as **Clarification of goals, Coaching, Control,** etc. and interpersonal relations such as **Teambuilding,** (fifteen dimensions). The **Survey of Group Motivation and Morale** assesses attitudes toward the organization, one's work-mates, and the work (eight dimensions). Both have been translated into French, German, Italian, Polish, Portuguese, and Spanish.

The **Survey of Sales Relations** assesses **Professionalism, Identification of needs, Presenting benefits, Asking for the order,** etc. (ten dimensions). It is adapted for insurance, financial services, technical service organizations, etc.

I have also developed a six-module management training program based on research with the surveys. It utilizes hands-on drills, role play modeling, and on-the-job exercises.

The Research Objective

The goal is to tie the ends together: to show that not only do the surveys discriminate and help produce perceived change; but that we can improve concrete measures of productivity and the quality of working life through an integrated program of individual and group feedback, coaching, and training.

I will support experiments involving experimental and control groups, with objective measures made before and after treatment. Performance measures may be sales, administrative, production, or any other concrete assessments. If sales or service, we can use both the management (SMP) and relations (SSR) instruments to treat the entire system from the customer to top functional management. We have had good results at both levels.

The Offer

I will provide at least partial support in the form of materials, data processing, etc. as needed. If your situation is purely academic, as for a graduate thesis, you can count on full support. If you are in an organization or are a consultant, let's talk. Please call or write for supporting data.

Clark L. Wilson, Ph.D.
Fellow, Division 14

Box 471
New Canaan, CT 06840
Tel. 203-966-3018

OHRC VIEWPOINT:

Working with the second tier: A new challenge for managers

by Adela Oliver, Ph.D.
President
Oliver Human Resource Consultants, Inc.

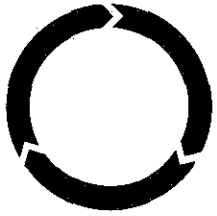
A new term, the second tier, has emerged in human resource parlance. It refers to the masses of managers who've been downsized out of the company but who've been fortunate enough to become consultants, doing the same work they did before, without the title, the benefits or the career path. A blessing in disguise, we think.

Here are people who've had entrepreneurship thrust upon them although many may only see it as a temporary way to make ends meet. Those who are in company management, now have a new role as well – to act as the former manager's first client.

Many ex-managers think consulting is a snap. And believe that the relationship of consultant to client is the same as boss to manager. It's not. This is a relationship that needs special cultivation. And new consultants need some time to feel their way in the new role.

Those in company management, may need to be patient and be a bit more forgiving of initial blundering. The payoff will be worth the trouble.

Oliver Human Resource Consultants is an executive outplacement and organization development consulting firm based in New York.



Oliver Human Resource Consultants, Inc.
1290 Avenue of the Americas, NYC10104
212 307-5740

TIP
The Industrial-Organizational Psychologist
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Edwin A. Locke, editor, University of Maryland

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President's Message

Sheldon Zedeck

In this, my last "Message From Your President," I want to start by personally thanking all of you for your support and encouragement. It was an honor and pleasure serving in the role of Society President and one that has resulted in a number of rewarding experiences and the opportunity to work with and interact with so many of you. I also want to take this opportunity to thank all of the committee chairs, committee members, and Executive Committee members for their efforts, advice, and good humor. I certainly appreciated your work and the Society is the better for it.

Rather than discuss the highlights and accomplishments of the past year, or again write on APA reorganization, I want to devote this column to an expression of my concerns for the future of the Society and, in part, for the future of I/O Psychology. As I mentioned in my May **TIP** message, I was somewhat concerned that the Society was moving too quickly, without a clear direction, and that it was time to step back and reassess who we are and where we are going. Consequently, I asked the Executive Committee to come in one day earlier than usual for the May Executive Committee meeting and begin a "strategic planning" process. Ably led by **Rich Klimoski**, the first sessions in this process proved quite informative and insightful to me, and hopefully useful to President-Elect **Dan Ilgen.** We discussed the successes, the failures, and the critical issues facing the Society and I/O psychology. In this message, therefore, I want to convey my impressions of that discussion. (In a sense, the sessions and the participants provided the essence of this message, but I will issue the usual disclaimer and state that I take full responsibility for any statements or interpretations rendered.)

What is the purpose of the Society? The By-laws are rather clear here in that, operationally, the Society contributes to and advances the field of psychology and I/O psychology in particular; it facilitates communications with and among members; it builds coalitions with allied groups and professions; and it promotes standards and ethics for the

field. In general, I am comfortable with these missions, but are we appropriately pursuing them in a manner that has long term implications? My answer, again in general, is "yes," but are there any problems or omissions?

One of my major concerns is that our skills, our competencies, our purposes, and our potential contributions are not known or understood by too many others. How many non-I/O psychologists can define the field of I/O psychology? Do those in management positions know what our capabilities are? Do they know why they should call or when to call? I also am convinced that other psychologists lack knowledge about us. This lack of awareness obviously limits our impact and affects our future growth. For example, do undergraduates obtain an accurate description of what I/O psychology is? If not, then how can we attract students to study I/O psychology on the graduate level?

Related to the above concern is the issue of lobbying others. It seems to me that we have not been successful in influencing those with organizational, legislative, or policy-making power to study questions that pertain to the well being of those in "work" environments. Perhaps we haven't attempted to influence anyone. But shouldn't we be doing so? For example, shouldn't we be lobbying agencies to fund research that is relevant to our domain?; shouldn't we be lobbying our legislators to fund programs that are needed in the workplace?; shouldn't we be approaching management with programs to implement in the organization as opposed to waiting to be called to put out a fire? The root of my concern is that we may be more reactive than proactive. This troubles me since the Society's By-laws indicate that the Society's mission is to " . . . promote human welfare . . . " My conviction is that, in the future, we need to be more assertive and active, external to the Society and APA, in pursuing our mission as a science and practice.

Another concern is that of our distinctiveness as a field. How are we different from other psychologists? Do we differ in terms of the problems we investigate and tackle, the orientation (i.e., scientist-practitioner approach) we follow, the content we use, the skills we have, or the environment in which we concentrate? Which of these potential discriminators need to be better defined, maintained, and marketed? We need answers to these questions in order to move forward as a science, practice, and profession. We need answers so that we can examine the way in which we train graduate students.

Yet another concern is whether we are losing the science in practice. As long as I can recall, we have maintained that our practice *is* science; we have always emphasized that we use research to approach problems. Can we continue to maintain a research orientation to problems that need immediate attention? Is the research base sufficient to provide solutions for

immediate problems? How can the Society bridge the gap between the academics and the practitioners? How can the practitioners help the academics? If we do not attempt to address this problem, we may face problems similar to the ones facing APA today, i.e., a split between the researchers and providers.

Much of the above relates to training of students. It may be time to explore our scientist-practitioner model, the way in which we train graduate students, the differences between training in I/O and OB programs, and the types of courses (nonpsychology courses) and experiences that are needed for future Society members.

The intent of this message is not to end my term on a negative note. Rather, I offer it as a challenge to the Society to assess its direction and mission and to define itself. The state of our Society, though in great spiritual shape, is facing a crisis. We are at a point where we need to address our identity, our survival as a science, and our survival with respect to practice. The above has raised questions and provided no answers. For a start at answering the questions and addressing the issues, I leave you in the good hands of Dan Ilgen.

New TIP Department:

Clearinghouse for Technical Reports and Other Unpublished Professional Documents

In an attempt to aid in the dissemination of various professional documents that are often not published or otherwise available to the profession, **TIP** will publish brief summaries of such documents with information on how the complete document can be obtained. We anticipate that technical reports, intraorganizational applied research reports, and case studies are likely documents for this service. Copies of the documents should be available for distribution by the author(s) for free or for a nominal fee only. Documents that advertise the products or services of an individual or organization will not be listed. For more information, contact: **Ted Rosen, 9008 Seneca Lane, Bethesda, MD 20817, 301/493-9570.**

Evaluating Maintenance Employees

Comments by Tom Ramsay
Human Resources Psychologist

In many organizations maintenance employees have learned their trades by watching craft workers or completing a time-based program. Very often the competency of this kind of maintenance group is quite varied.

In a California company we contracted to evaluate maintenance knowledge and skills using paper-and-pencil tests and performance assignments. We devised a program to evaluate C, B, and A level mechanics with three 120-item tests and two to four performance assignments. For each level — C, B, & A Maintenance Mechanic — a list of knowledge areas was developed. For each level, subject experts estimated the percent of time spent in the ten (10) categories below: (Note: Safety was found to be pervasive.)

Mechanical	Lubrication	Welding	Pneumatics
Electrical	Shop Machines	Rigging	HVAC
Print Reading			Plumbing

The percentages for the areas above were used to suggest the number of items in each category for the C, B, & A levels.

Cutting scores were developed using Angoff's method of requiring subject experts to estimate the proportion of borderline candidates who would pass each item of each test. These results were then averaged across raters and summed for each test.

At a subsequent meeting with employee representatives, example items were reviewed and development procedures were described. Employee representatives welcomed the procedure as an objective departure from the former practice of promotion based upon the judgement of one supervisor.

We have developed procedures in diverse organizations and would be happy to discuss the special needs of your organization and technology.

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SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.
—APA CONVENTION PROGRAM—

Friday, August 28– Tuesday, September 1

*This is not an official program. Only the APA-published program is official. In cases where discrepancies occur, the APA program supersedes this schedule.

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Terry A. Beehr
Ann M. Morrison
Ronald C. Page
Elizabeth Weldon

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Joel Wiesen

Committee Assistant

Todd VanNest

*All sessions are in the Marriott Marquis Hotel except for the poster sessions. All poster sessions are in the NY Penta Hotel. The NY Penta Hotel is a 15–20 minute walk from the Marriott Marquis. Alternatively, take the subway (Train 1—Broadway/7th Avenue Local; stop nearest the Marriott is 42nd Street; stop nearest the NY Penta is 34th Street/Penn Station). For more details on getting to the NY Penta, see page 24.

FRIDAY, 8:00–8:50 **Gotham**

Symposium: The I/O-OB Graduate Student Convention

Chair: Beverly Wilcox, University of Tennessee

Mary Wilson, Nancy Domm, Catherine Clark & David Poe, all of the University of Tennessee

FRIDAY, 9:00–9:50 **Center Mezzanine NY Penta**

Poster Session I

Paper People versus Direct Observation: Effects on Memory and Ratings. Charles E. Lance, University of Georgia and David J. Woehr, Georgia Institute of Technology

The Effects of Comparable Worth Adjustments on Attitudes and Behavior. Luanne Parker Laurents, Minnesota Department of Human Services, St. Paul, MN

Success and Derailment in Upper-Level Management Positions. Michael M. Lombardo, Marian N. Ruderman, and Cynthia D. McCauley, Center for Creative Leadership, Greensboro, NC

Job Experience as a Determinant of Job Performance. Michael McDaniel, Defense Personnel Security Research and Education Center, Monterey, CA, Frank L. Schmidt, School of Business Administration, University of Iowa, and John E. Hunter, Michigan State University

The Impact of Perceived Have-Want Discrepancies on Job Satisfaction. Dean B. McFarlin, College of Business, Marquette University, Robert W. Rice, State University of New York-Buffalo, Terry J. Schweizer, College of Business, Marquette University, and Irina Paullay, State University of New York-Albany

The Effects of Varying Training Task Difficulty on Training Transfer. Kenneth N. Wexley and David B. McKellin, Michigan State University

Detecting Infrequent Deception. Kevin R. Murphy, Colorado State University

An Empirical Test of the Statistical Control of Halo. Barry R. Nathan, Department of Management, University of Southern California, and Nancy Tippins, Bell Atlantic Network Services, Arlington, VA

Relationships between Measures of Typical and Maximum Job Performance. Paul R. Sackett, University of Illinois at Chicago, Sheldon Zedeck, University of California, Berkeley, and Lawrence Fogli, Core Corp., Pleasant Hill, CA

Investigating the Construct Generalization of Employment Tests with Structural Modeling. Daniel B. Turban, University of Houston, Patricia A. Sanders, Shell Oil Company, Houston, TX, David J. Francis and H. G. Osburn, University of Houston

Effects of Feedback Agent Gender on Reactions to Performance Feedback. Eugene F. Stone and Sharon K. Eggleston, Bowling Green State University, and David Sacks, Virginia Tech

How to Measure Employee Reliability? Joyce Hogan and Robert Hogan, University of Tulsa

FRIDAY, 10:00–11:50 **Odets/Wilder**

Symposium: Developing Top Businesswomen: What Helps, and What Hurts.

Chair: Ann M. Morrison, Center for Creative Leadership, San Diego, CA

Julia Kagan, Working Woman Magazine, New York, NY

Randall P. White, Center for Creative Leadership, Greensboro, NC

Arlene A. Johnson, Catalyst, New York, NY

Kerry A. Bunker, AT&T, Bridgewater, NJ

FRIDAY, 10:00–10:50 **Shubert/Uris/Plymouth Royale**

Invited Address: Professional Practice Award

Chair: Mary Tenopyr, AT&T

Address by Paul Thayer, North Carolina State University, "What Happens Now?"

FRIDAY, 11:00–12:50 **Westside South Center**

Symposium: New Perspectives on Personality and Job Performance

Chair: Ronald C. Page, Hay Management Consultants, Minneapolis, MN

Robert T. Hogan, University of Tulsa

Harrison G. Gough, University of California, Berkeley

Leaetta M. Hough, Personnel Decisions Research Institute, Minneapolis

V. Jon Bentz, Sears Roebuck & Co., Chicago

Marvin D. Dunnette, University of Minnesota

FRIDAY, 12:00–1:50 **Westside North Center**

Symposium: Leadership Update: The State of the Art

Chair: Judith L. Komaki, Purdue University

Victor H. Vroom, School of Management, Yale University

Bernard M. Bass, School of Business, State University of New York at Binghamton & Joseph Seltzer, La Salle College

Judith L. Komaki, Purdue University

Gary Yukl, School of Business Administration, State University of New York at Albany

David Kipnis & Stuart Schmidt, Temple University

FRIDAY, 1:00–1:50 **Odets/Wilder**

Conversation Hour: 1988 Annual Review of Psychology Chapter Authors

Chair: Terry Beehr, Central Michigan University

Authors: Robert M. Guion and Wade Gibson, Bowling Green State University. Personnel Selection and Placement.

FRIDAY, 2:00–2:50 **Westside North Center**

Invited Address

Chair: Mary Zalesny, University of Missouri-St. Louis

Address by Joseph E. McGrath, University of Illinois, "Time, Groups, and Organizations"

FRIDAY, 3:00–3:50 **Odets/Wilder**

Open Forum with Division 14 Long Range Planning Committee

Chair: Joseph L. Moses, AT&T, New York, NY

FRIDAY, 3:00–4:50 **Westside North Center**

Symposium: The Implementation of Advanced Manufacturing Technologies: Research and Application Perspectives

Chair: Steve W. Kozlowski, Michigan State University

Katherine J. Klein, University of Maryland

Donald D. Davis, Old Dominion University & David Roitman, Industrial Technology Institute, Ann Arbor, MI

William Duffy, General Motors Corporation, Detroit, MI

Louis G. Tornatzky, Industrial Technology Institute, Ann Arbor, MI

James L. Farr, The Pennsylvania State University

FRIDAY, 4:00–4:50 **Room & Hotel not known (see APA program)**

Invited Address: Harrison Gough, University of California, Berkeley

(Followed by a social hour in honor of Professor Gough). Co-sponsored with Society for Personality Assessment

FRIDAY, 4:00–5:50 **Westside South Center**

Symposium: The Use of Biodata in the 80's and Beyond

Chair: Steven D. Ashworth, Personnel Decisions Research Institute, Minneapolis, MN

Bruce Barge, Personnel Decisions Research Institute, Minneapolis, MN

Steven H. Brown, Jane E. Corrigan, John D. Stout, and A. T. Dalessio, LIMRA International. Hartford, CT

Lyle Schoenfeldt, Department of Management, Texas A&M University

Marvin D. Dunnette, University of Minnesota

FRIDAY, 5:00–8:50 **Hart**

Outgoing Executive Committee Meeting

Sheldon Zedeck, University of California, Berkeley

SATURDAY, 8:00–8:50 **Broadhurst/Belasco**

Panel Discussion: Career Choices for New Ph.D.'s in Psychology

Chair: Ron Page, Hay Associates

David L. Binder, Lopez & Associates

William K. Balzer, Bowling Green State University

Barry J. Riegelhaupt, HUMMRO

Patricia R. Pedigo, IBM

SATURDAY, 9:00–10:50 **Westside North Center**

Symposium: Emotions in the Workplace: Friendliness, Fun, Humor and Others

Chair: David J. Abramis, Department of Management, California State University, Long Beach

Anat Rafaeli, School of Business, Hebrew University of Jerusalem

David J. Abramis, California State University, Long Beach

Richard Saaverdra, School of Management, University of Minnesota

William A. Kahn, Yale University

Andre Delbecq, School of Business, University of Santa Clara

SATURDAY, 9:00–10:50 **Astor**

Symposium: Drug Testing In Industry: Issues and Perspectives

Chairs: Joseph Orban, DePaul University, David L. Binder, Lopez & Associates, Inc., New York, NY., Robert Dugan, University of New Haven

Robert DeCresce, M.D.

James McMahon, Brodsky, Linnett, and Altman; Attorney at Law, New York, NY

James Osborne, Hamilton Standard, Windsor Locks, CT

SATURDAY, 11:00–11:50 **Broadway South**

Panel Discussion: Cognitive Research in Performance Appraisal: Prospects for Application

Chair: Kevin R. Murphy, Colorado State University

Kevin R. Murphy, Colorado State University

Walter C. Borman, Personnel Decisions Research Institute, Minneapolis, MN

Jack M. Feldman, Georgia Institute of Technology

Kenneth N. Wexley, School of Business Administration, Michigan State University

Cristina Banks, School of Business Administration, University of California, Berkeley

SATURDAY, 12:00–12:50 **Center Mezzanine NY Penta**

Poster Session II

The Influence of Process Control on Evaluations of Intangible Outcomes. Maureen L. Ambrose, College of Business Administration, University of Iowa and Carol T. Kulik, Graduate School of Industrial Administration, Carnegie Mellon University

The Difficulty of Employee Development as a Correlate of Organizational Structure. Edward J. Conlon, Department of Management, University of Iowa, Jeffrey S. Austin, U.S. Air Force Academy, Marya L. Leatherwood, Department of Business Administration, University of Illinois, and Richard L. Daft, School of Business, Texas A&M University

Interpreting Factor Analyses of Importance Ratings in Job Analysis. C. J. Cranny and Michael E. Doherty, Bowling Green State University

Moderators and Patterns of Dual Commitment. Clive J. A. Fullagar, University of Witwatersrand, South Africa

Age Stereotypes in Work Organizations. Marilyn A. Morgan, McIntire School of Commerce, University of Virginia

Managers' Performance Rating Criteria and Decision Heuristics. Carol A. Paradise, First Bank System, Inc., Minneapolis, MN

Test Validation for Scientific Understanding: Studying Predictor-Criterion Linkages. Elaine D. Pulakos, Walter C. Borman, and Leaetta M. Hough, Personnel Decisions Research Institute, Minneapolis, MN

Effects of Future Interactions and Time Delays on Evaluator Leniency. Neil M. A. Hauenstein and Alan J. Whitcomb, Radford University, and Roseanne J. Foti, Virginia Tech

Even Policy Capturing Is Transparent, for Some: Rater Moderating Effects. Abdelmagid M. Mazen, College of Business, Illinois State University

Dimensions of Integrity: Factoral Validation of a Pre-employment Screening Measure. Charles R. Barke, Lawrence Gerstein, and Steven Johnson, Ball State University

The Stability of Validity Coefficients Through Test Score Ranges. Steven H. Brown, John D. Stout, Anthony T. Dalessio, and Michelle L. Mosher, LIMRA International, Farmington, CT

SATURDAY, 1:00–2:50 **Westside North Center**

Symposium: Recent Legal Developments of Significance to Industrial-Organizational Psychologists

Chair: James Ledvinka, Department of Management, University of Georgia

Alan M. Koral, Attorney, Vedder, Price, Kaufman, Kammholtz, and Day, New York, NY

Richard D. Arvey, Industrial Relations Center, University of Minnesota

James C. Sharf, U.S. Office of Personnel Management, Washington, D.C.

Mary Tenopyr, AT&T, Short Hills, NJ

SATURDAY, 1:00–2:50 **Empire/Hudson/Chelsea**

Symposium: Executive Development: State of the Art

Chair: Joel L. Moses, AT&T, New York, NY

Joel L. Moses, AT&T, New York, NY

George P. Hollenbeck, Harvard Business School

Noel Tichy, General Electric, Ossining, NY

Michael Lombardo, Center for Creative Leadership, Greensboro, NC

SATURDAY, 4:00–4:50 **Westside North Center**

Division 14 Business Meeting

Chair: Sheldon Zedeck, University of California, Berkeley

SATURDAY, 5:00–5:50 **Westside North Center**

Presidential Address

Chair: Daniel Ilgen, Michigan State University

Address by Sheldon Zedeck, University of California, Berkeley. "Work, Family, and Organization: An Untapped Research Triangle"

SATURDAY, 6:00 **Westside South Center**

Division 14 Social Hour

SUNDAY, 9:00–10:50 **Gramercy/Herald/Soho**

Symposium: Implementing Comparable Worth Through Job Evaluation

Chair: Donald J. Schwartz, U.S. Equal Employment Opportunity Commission, Washington, D.C.

Richard D. Arvey, Industrial Relations Center, University of Minnesota

Doris M. Werwie, Equal Employment Opportunity Commission, Washington, D.C.

Teresa M. Holland, Proskauer, Rose, Goetz, and Mendelson, New York, NY

Louise F. Fitzgerald, University of California, Santa Barbara

SUNDAY, 10:00–11:50 **Westside South Center**

Symposium: Occupational Stress and Social Support: Studies in Complexity

Chair: Terry A. Beehr, Central Michigan University

James A. Wells, Center for Health Affairs, Chevy Chase, MD

Stanislav Kasl, School of Medicine, Yale University

Veronica F. Nieva & Leanor Johnson, WESTAT, Rockville, MD

Terry A. Beehr, Lynda A. King, & Daniel W. King, Central Michigan University

Susan Gore, Department of Sociology, University of Massachusetts-Boston.

SUNDAY, 12:00–1:50 **Westside North Center**

Symposium: Skills Obsolescence and Employee Development

Chair: Ronald C. Page, Hay Management Consultants, Minneapolis, MN

John A. Fossum, Industrial Relations Center, University of Minnesota

Richard D. Arvey, Industrial Relations Center, University of Minnesota & Jack W. Wiley, Gantz-Wiley Research Consulting Group, Minneapolis, MN

Barbara Pate Glacel, Hay Systems, Inc., Washington, D.C.

Michael A. Sheppeck, Honeywell, Inc., Minneapolis, MN

Walter W. Tornow, Control Data Corporation, Minneapolis, MN

SUNDAY, 12:00–1:50 **Gramercy/Herald/Soho**

Symposium: New Perspectives on Employee Motivation

Chair: Dennis L. Dossett, School of Business Administration, University of Missouri-St. Louis

P. Christopher Early, Department of Management, The University of Arizona

Michael Stahl, Department of Management, Clemson University

Robert Vecchio, Department of Management, University of Notre Dame

Ruth Kanfer, University of Minnesota

SUNDAY, 2:00–2:50 **Center Mezzanine NY Penta**

Poster Session III

Utility of a Job-Person Match in Personnel Selection. Wayne J. Camara, Human Resources Research Organization, Alexandria, VA

Ability Requirement Implications of Job Design: An Interdisciplinary Perspective. Michael A. Campion, Krannert School of Management, Purdue University

Selective Recruiting: College Characteristics and Job Outcomes. Stephen M. Colarelli, Central Michigan University, Roger A. Dean, Washington and Lee University, and Constantine Konstans, Memphis State University

Incentive Pay: The Cost-Effectiveness of a Behavioral Intervention. Arthur R. Szeglin, Charles Dill, Ira T. Kaplan, and William Metlay, Hofstra University

Estimating SD_y: The Effectiveness of Delphi and Critical Incident Methodologies. Scott I. Tannenbaum, Management Department, State University of New York-Albany, and Terry L. Dickinson, Old Dominion University

Reliability of Validity Generalization Data Bases. Deborah L. Whetzel, Electric Power Company and George Washington University, Washington, D.C., and Michael McDaniel, Defense Personnel Security Research and Education Center, Monterey, CA

Abilities for Skill Acquisition: A Study of Perceptual Speed. Marcia R. Sytsma and Phillip L. Ackerman, University of Minnesota

Organizational Commitment and Different Types of Absenteeism in Normative Organizations. Stephen J. Zaccaro, Teresa Theofanos, and William Critz, Virginia Tech

Is Whistleblowing Climate Related to Job Satisfaction and Other Variables? Sheldon S. Zalkind, Baruch College, New York, NY

A Longitudinal Test of a Model of Union Commitment. Clive J. Fullager, University of Witwatersrand and Julian Barling, Queens University, Ontario

Job Satisfaction, Commitment, Withdrawal Cognitions, and Turnover: A Longitudinal Study. Kenneth W. Kerber and James P. Campbell, Data General Corporation, Westboro, MA

Performance Norm as a Mediator in the Goal-Setting Effect. John P. Meyer and Ian R. Gellatly, University of Western Ontario.

SUNDAY, 2:00–2:50 **Gotham**

Conversation Hour: 1988 Annual Review of Psychology Chapter Author

Chair: James A. Breaugh, University of Missouri-St. Louis

Author: Gary P. Latham, School of Business Administration, University of Washington. Training and Developing Employees in Organizations

SUNDAY, 3:00–3:50 **Jolson/Cantor**

Invited Address: Edwin E. Ghiselli Award Recipients

Chair: Dennis L. Dossett, University of Missouri-St. Louis

Participants: Craig Russell, Institute for Management and Labor Relations, Rutgers University and Mary Van Sell, Oakland University. An Examination of Job Choice and Turnover Decision Models

SUNDAY, 4:00–4:50 **Jolson/Cantor**

Invited Address: S. Rains Wallace Dissertation Award Winner

Chair: George Hollenbeck, Harvard Business School

Winner: Collette Frayne, University of Western Ontario. The Application of Social Learning Theory to Employee Self-Management of Attendance

(Ph.D. Advisor: Gary P. Latham, University of Washington)

SUNDAY, 5:00–5:50 **Westside North Center**

Invited Address

Chair: Ann Morrison, Center for Creative Leadership, San Diego, CA

David Campbell, Center for Creative Leadership, Greensboro, NC. Psychological Testing Profiles of Brigadier Generals: Warmongers or Decisive Warriors?

SUNDAY, 6:00 **Westside South Center**

Division 14 Social Hour

MONDAY, 8:00–11:50 **Brecht**

Incoming Executive Committee Meeting

Chair: Daniel Ilgen, Michigan State University

MONDAY, 9:00–10:50 **Westside North Center**

Symposium: Corporate Culture: Meaning, Measurement, and Change

Chair: William A. Johnson, IBM Corp., Armonk, NY

Garry Hannah, Honeywell, Inc., Minnetonka, MN

Patricia R. Pedigo, IBM Corp., Armonk, NY

Sarah Rassenfoss, IBM Corp., Armonk, NY

Raymond J. Johnson, Ford Motor Company, Dearborn, MI

Nancy L. Rotchford, Bank of America, NT & ST, San Francisco, CA

W. Warner Burke, Teachers College, Columbia University

MONDAY, 11:00–11:50 **Center Mezzanine NY Penta**

Poster Session IV

Accuracy of Performance Ratings: A Structural Model of Rater Attributes. Terry L. Dickinson, Jerry W. Hedge, and Mark S. Teachout, Air Force Human Resources Laboratory, San Antonio, TX

The Integrity Interview: An Alternative to Other Honesty Devices. Lawrence H. Gerstein, Charles Barke, and Steve Johnson, Ball State University

The Effects of Task Complexity and Experience on Performance. Ruth Kanfer and Debra L. Steele, University of Minnesota

Job Demands, Productivity, and Type A Behavior: An Observational Analysis. Sandra L. Kirmeyer, University of Missouri-Columbia

Drug Screening for Preemployment Selection: Some Considerations for Utility Analysis. Scott L. Fraser and K. Galen Kroeck, Florida International University

Robustness of Job Classification Systems: An Examination of Alternative Indicators. E. Alan Hartman, College of Business, University of Wisconsin-Oshkosh, Michael D. Mumford, Georgia Institute of Technology, Steven W. Mueller, University of Wisconsin-Oshkosh, Jeffrey R. Cornwall, College of Business, University of Wisconsin-Oshkosh, and Dale M. Feinauer, College of Business, University of Wisconsin-Oshkosh

Differences in Performance Schemata as a Function of Organizational Level. Neil M. Hauenstein, Radford University, and Roseanne J. Foti, Virginia Tech

Dissembling on the Hogan Personality Inventory During Simulated Personnel Selection. John A. Johnson, Pennsylvania State University, Dubois Campus

Value Compatability and Satisfaction with a Leader. Bruce M. Meglino and Elizabeth C. Ravlin, College of Business Administration, University of South Carolina

A Structural Equation Approach to Alpha, Beta, and Gamma Change. Roger E. Millsap and Sandra B. Hartog, Baruch College, City University of New York

A Comparison of Two Methods To Estimate a Passing Score. Paul Squires, AT&T, New York, NY

MONDAY, 12:00–1:50 **Westside North Center**

Symposium: A Look At the Human Side of Organizational Restructuring

Chair: Kenneth P. DeMeuse, Intergraph Corporation, Huntsville, AL

B. Ellen Walton, AT&T, Morristown, NJ

Elizabeth J. Berney, George Mason University

Kenneth P. DeMeuse, Intergraph Corporation, Huntsville, AL

Walter W. Tornow, Control Data Corporation, Minneapolis, MN

Mitchell L. Marks, California School of Professional Psychology

MONDAY, 2:00–3:50 **Westside South Center**

Symposium: Beyond Current Performance Appraisal Research: Acceptability as A New Paradigm

Chair: Michael D. Secunda, Manufacturers Hanover Trust Co., New York, NY

Michael D. Secunda

Jerry W. Hedge & Mark S. Teachout, Air Force Human Resources Laboratory, Brooks Air Force Base, TX, and Terry L. Dickinson, Old Dominion University

Donald D. Davis & Terry L. Dickinson, Old Dominion University

Michael J. Kavanagh, School of Business Administration, State University of New York at Albany

Daniel R. Ilgen, Michigan State University

TUESDAY, 10:00–10:50 **Center Mezzanine NY Penta**

Poster Session V

Coping, Support, Expectancies and the Work Stress-Alcohol Consumption Relationship. M. Lynne Cooper, Marcia Russell, and Michael R. Frone, Research Institute on Alcoholism, Buffalo, NY

The Reliability of a Job Evaluation Instrument Across Job Families. Elizabeth A. Cooper and Richard W. Scholl, Department of Management, The University of Rhode Island

Data Processing Organization's User's Survey: Investigating Satisfaction with Intraorganizational Relationships. William M. Raichle, Insurance Services Office, Inc., New York, NY, and Vincent C. Conte, Equicare, Inc., New York, NY

Piecemeal or Through a Model: An Examination of Employment Interviews. Susan M. Raza and Bruce N. Carpenter, University of Tulsa

Beyond Expectancy Theory: The Role of Self-Esteem in Goal Choice. Paul E. Levy and Ann H. Baumgardner, Virginia Polytechnic University

Work Role Perceptions in Organizational Role Stress Theory. Carlla S. Smith and John Tisak, Bowling Green State University

Consequences of Organizational Power: The Decision to Stay or Leave. Marshall J. Schminke, College of Business Administration, University of Iowa

Gender Differences in Job Attitudes and Personological Variables. Joel M. Lefkowitz and Linda Iorizzo, Baruch College, City University of New York

The Process Model of Effective Leadership: Test of Critical Components. Roland B. Guay, Mary Ellen Stepanich, and Kathleen W. Dugan, Center for Leadership Studies, Purdue University

Active Development of a Mental Model: Word Processing Results. Michael Frese, Karen Albrecht, Alexandra Altman, Jutta Lang, Patrizia V. Papstein, Reinhardt Peyerl, Jochen Prumper, Heike Schulte-Gocking, Isabell Wankmuller, and Rigas Wendel, University of Munich, Federal Republic of Germany

TUESDAY, 10:00–11:50 **Boothe/Edison**

Symposium: Public Sector Personnel Assessment: Issues, Achievements, and Opportunities

Chair: Joel P. Wiesen, Massachusetts Department of Personnel Administration, Boston, MA

Nancy Abrams, Consultant and President of the International Personnel Management Association Assessment Council

Jim C. Johnson, Tennessee Department of Personnel

Joel P. Wiesen

Frank Landy, Pennsylvania State University

Richard H. McKillip, Psychological Services, Inc., Washington, D.C.

Edward Levine, University of South Florida

TUESDAY, 11:00–12:50 **Gramercy/Herald/Soho**

Symposium: Applied Logic As a Psychometric and Personnel Selection Tool

Chair: Magda Colberg, U.S. Office of Personnel Management, Washington, D.C.

Magda Colberg

Mary Anne Nester, U.S. Office of Personnel Management, Washington, D.C.

Donald E. McCauley, Jr., U.S. Office of Personnel Management, Washington, D.C.

Susan M. Reilly, U.S. Office of Personnel Management, Washington, D.C.

Cheryl Wild, Educational Testing Service, Princeton, NJ

TUESDAY, 12:00–1:50 **Alvin/Carnegie**

Symposium: Construct Validity of Assessment Center Dimensions: Issues, Methodology, and Generalizations

Chair: Terry L. Dickinson, Old Dominion University

Richard Tannenbaum, Old Dominion University

Michael Fedorko, Old Dominion University

Wanda J. Campbell, Old Dominion University

Todd Baker, Old Dominion University

Jerry W. Hedge, Air Force Human Resources Laboratory, Brooks Air Force Base, Texas

TUESDAY, 1:00–2:50 **Gramercy/Herald/Soho**

Symposium: Problems of Biodata Distortion in Personnel Selection Systems

Chair: Lawrence J. Stricker, Educational Testing Service, Princeton, NJ

Thomas Trent, Navy Personnel Research & Development Center, San Diego, CA

Ron Pannone, Port Authority of New York & New Jersey, New York, NY

Paula Vezina, LIMRA International, Hartford, CT

Terry W. Mitchell, LIMRA International, Hartford, CT

Clint Walker, Army Research Institute, Alexandria, VA

CO-SPONSORED SESSIONS

This year Division 14 will be co-sponsoring several sessions with other APA Divisions. At present, definite times and locations are not available for these sessions (interested parties will have to use their APA Convention Directory). Because of space constraints, only session titles and chairs are listed below.

Symposium: Fitting the Office Environment to the Worker and the Work. Chair: Eric D. Sundstrom. Primary Sponsoring Division: 34.

APA Convention Symposium: Nontraditional Employment Opportunities for Psychologists. Chair: Stuart Oskamp. Primary Sponsor: Committee on Employment and Human Resources.

Symposium: Sexual Harrassment: A New Look at an Old Issue. Chair: Michele Pauldi. Primary Sponsoring Division: 35.

Symposium: Psychological Androgyny and Leadership Effectiveness. Chair: Robert L. Helmreich. Primary Sponsoring Division: 35.

Invited Address: Women of Power: The Power of Women. Speaker: Mary Cummingham. Primary Sponsoring Division: 35.

Symposium: Child Care and Employed Parents. Chair: Ellen Galinsky. Primary Sponsoring Division: 35.

Symposium: Sexual Harassment: A Barrier to Women's Professional Development. Chair: Ann D'Ercole. Primary Sponsoring Division: 35.

Symposium: Training Psychologists for Employee Assistance Programs. Chair: Rodney L. Lowman. Primary Sponsoring Division: 17.

Symposium: Mentoring Relationships: Definitions, Perspectives, and Role in Life Planning. Chair: Cheryl N. Carmin. Primary Sponsoring Division: 17.

Invited Address: Along the Way: Recollections of Some Major Contributors to Personality Assessment. Speaker: Harrison Gough. Primary Sponsor: Society for Personality Assessment. (Followed by a social hour in honor of Dr. Gough.)

Symposium: Promising Areas for Psychometric Research. Chair: William H. Angoff. Primary Sponsoring Division: 5.

Symposium: Test Theory for a New Generation of Tests. Chair: Norman Frederiksen. Primary Sponsoring Division: 5.

Panel Discussion: Balancing Exploratory and Confirmatory Structural Analysis. Chair: J. J. McArdle. Primary Sponsoring Division: 5.

Invited Address: Generalizability Theory: New Developments and Novel Applications. Speaker: Richard J. Shavelson. Primary Sponsoring Division: 5.

Industrial relations

A special issue of the *Journal of Occupational Psychology*, guest edited by John Kelly (London School of Economics and Political Science) and Jean Hartley (Birkbeck College, University of London) and available as Part 3 (September 1986).

Contents

Editors' introduction: Psychology and industrial relations: From conflict to co-operation?

The Ansells Brewery dispute: A social–cognitive approach to the study of strikes. **David Waddington** (Faculty of Communication Studies, Sheffield City Polytechnic)

Voluntary union membership of women and men: Differences in personal characteristics, perceptions and attitudes. **Robert Snyder** (Northern Kentucky University), **Kathleen S. Verderber** (Northern Kentucky University) & **James H. Morris** (US Naval Postgraduate School)

Public opinion, trades unions and industrial relations. **Martin Roiser** & **Tim Little** (Ealing College of Higher Education, London)

Psychology and trade unions: Joining, participating and quitting. **Bert Klandermans** (Free University of Amsterdam)

The multidimensionality of union participation. **Steve McShane** (Simon Fraser University, Canada)

Arbitrating and mediating: Third parties in industrial disputes. **Janette Webb** (University of Edinburgh, Department of Business Studies)

Union growth and decline: The impact of employer and union tactics. **John Lawler** (University of Illinois at Urbana-Champaign)

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The *Journal of Occupational Psychology*, an international journal of industrial and organizational psychology, edited by David Guest (London School of Economics and Political Science) is published four times a year.

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How To Get To the NY Penta Hotel

Instructions for Getting to the Penta Hotel at Seventh Avenue and West 34th Street (where all Poster Sessions are scheduled). To return, just reverse the directions.

1. From hotels in the Times Square area, including the Marriott Marquis and the Milford Plaza: Walk south on Seventh Avenue about ½ mile to West 34th Street; the walk is through a busy entertainment and commercial district and, in view of the traffic, even fast walkers should allow 15 to 20 minutes.

   Even faster would be the subway between Times Square (entrances at West 42nd Street and both Broadway and Seventh Avenue), one stop downtown to 34th Street; take either the IRT division express train No. 2 or 3 or the local No. 1. Fare tokens cost $1 each (seniors may obtain a free return trip coupon by showing Medicare card to agent at fare booth at the time of purchasing token).
2. From the Hilton and Sheraton Centre Hotels. The walk south on Seventh Avenue to West 34th Street is about a mile and will take about 30 minutes.

   There are two subway routes: The No. 1 local train (see above) can be boarded at Seventh Avenue and West 50th Street; then proceed two stops downtown to 34th Street. Or the IND division "E" train can be boarded at Seventh Avenue and West 53rd Street, heading downtown for three stops to 34th Street—Penn Station; then walk through the lower level of the station about 200 yards to Seventh Avenue. Either route should require less than 30 minutes door to door.
3. From the Omni Park Central and Wellington Hotels, the walk to West 34th Street is a bit over a mile down Seventh Avenue (allow about 35 minutes).

   For the subway, walk six short blocks south to West 50th Street and Seventh Avenue, where the No. 1 train can be boarded as per instructions above.

   An alternative for those with stronger exploratory drives is to walk two blocks north and enter the BMT division of the subway at the corner of Seventh Avenue and West 58th Street; then take any downtown train to Times Square, where a free transfer may be made to the IRT division without going outside; then board the No. 1, 2, or 3 train as outlined in paragraph 1, allowing 30 minutes for the journey.

Additional transportation information can be found in the April, May, and June issues of the *American Psychologist*.

1987 APA Convention Division 14 Activities

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<tr><th>Time</th><th>Friday, August 28</th><th></th><th>Saturday, August 29</th><th></th></tr>
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<tr><td>9</td><td colspan="2">Poster Session I; Center Mezzanine, NY Penta Hotel</td><td>Emotions in the Workplace, Abramis et al; Westside North Center</td><td>Drug Testing in Industry Orban et al; Astor</td></tr>
<tr><td>10</td><td rowspan="2">Developing Top Businesswomen, Morrison et al; Odets/Wilder</td><td>Invited Address: Paul Thayer; Shubert/Uris/Plymouth</td><td rowspan="2">Performance Appraisal: Cognitive Research, Murphy et al; Broadway South</td><td rowspan="2"></td></tr>
<tr><td>11</td><td rowspan="2">Personality and Job Performance, Page et al; Westside South Center</td></tr>
<tr><td>12</td><td rowspan="2">Leadership Update, Komaki et al; Westside North Center</td><td rowspan="2"></td><td colspan="2" rowspan="2">Poster Session II; Center Mezzanine NY Penta Hotel</td></tr>
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<tr><td>2</td><td>Invited Address: Joseph McGrath; Westside North Center</td><td></td><td rowspan="2">Legal Developments Relevant to I/O, Ledvinka et al; Westside North Center</td><td rowspan="2">Executive Development Moses et al; Empire/ Hudson/Chelsen</td></tr>
<tr><td>3</td><td rowspan="2">Implementation of Advanced Technologies, Kozlowski, et al; Westside North Center</td><td>Open Forum— Long Range Planning Committee Odets/Wilder</td></tr>
<tr><td>4</td><td rowspan="2">Use of Biodata, Ashworth et al; Westside South Center</td><td colspan="2">Division 14 Business Meeting, Sheldon Zedeck, Westside North Center</td></tr>
<tr><td>5</td><td rowspan="2">4:00–4:50 Co-Sponsored Invited Address: Harrison Gough (Room not known— see APA Program) Followed by social hour</td><td colspan="2">Division 14 Presidential Address: Sheldon Zedeck; Westside North Center</td></tr>
<tr><td>6</td><td></td><td colspan="2">Division 14 Social Hour; Westside South Center</td></tr>
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Note: All events in the Marriott Marquis Hotel except for the poster sessions. All poster sessions are in the NY Penta Hotel.

1987 APA Convention Division 14 Activities

Time	Sunday, August 30		Time	Monday, August 31
			9	Corporate Culture, Johnson, et al; Westside North Center
9	Comparable Worth, Schwartz, et al; Gramercy/Herald/Soho		11	Poster Session IV; NY Penta Hotel Center Mezzanine
10		Occupational Stress, Beehr et al Westside South Center	12 1	Organizational Restructuring, DeMeuse et al; Westside North Center
11			2 3	Beyond Performance Appraisal Research, Secunda et al; Westside South Center
			4	
12	Skills Obsolescence, Page et al; Westside North Center	Employee Motivation Dossett et al; Gramercy/Herald/Soho	Time	Tuesday, September 1
1			10	Poster Session V; NY Penta Hotel, Center Mezzanine
2	Poster Session III; NY Penta Hotel Center Mezzanine	Conversation Hour: Gary Latham; Gotham	11 12	Applied Logic, Colberg et al; Gramercy/ Herald/Soho
3	Ghiselli Award Invited Address: Craig Russell and Mary Van Sell; Jolson/Cantor		1 2	Biodata Distortion, Stricker et al; Gramercy/ Herald/Soho
4	Wallace Dissertation Award Invited Address: Colette Frayne; Jolson/Cantor		3	
5	Invited Address: David Campbell; Westside North Center			
6	Division 14 Social Hour; Westside South Center			

Public Personnel Assessment, Wiesen et al; Boothe/Edison

Assessment Center Dickinson et al; Alvin/Carnegie

Note: All events in the Marriott Marquis Hotel except for the poster sessions. All poster sessions are in the NY Penta Hotel.

Things Your Mentor Should Have Told You (With apologies to Dave Barry . . .)

Arnon E. Reichers
Ohio State University

Attending one's first professional meeting is a rite of passage faced with apprehension and excitement by doctoral students on every planet. In order to help our students have A REALLY GOOD TIME at their first APA or Academy meeting, the following list of observations and helpful hints should be made required reading for comprehensive exams.

1. There are only three kinds of people at professional meetings: people you really want to see, people you really want to avoid, and people you don't care about at all. By far, the largest category is this last "don't care" group. Remember, you YOURSELF are a member of this group to 99% of the people you run into at the meeting.
2. There are very few types of interpersonal interactions that are possible at a professional meeting. The most common type is the THREE MINUTE ACKNOWLEDGEMENT OF EXISTENCE (TMAOE) whereby two people who actually know each other make eye contact, shake hands, smile, and mumble. A variant of the TMAOE is the MAKING A CONTACT (MAC) introduction, where two people who do not know each other (but who hope to find one another *useful* in the future) are forced to acknowledge one another's existence due to the intervention of a well-meaning (usually) third party. These introductions are particularly painful when one half of the dyad is an IMPORTANT PERSON (known as a BIG MAC) who must take a moment or two of his/her precious time to interact with some un-tenured, low-life scum from a school no one ever heard of.
3. Since most of the people you know or meet are members of the infinitely humungus and reciprocated "don't care" group (see #1 above) and since most interactions you have are superbly superficial (see #2 above), you need to develop ways of avoiding interactions altogether. Or, failing that, you need effective techniques for terminating tedious encounters.

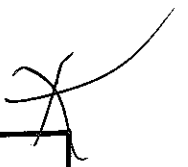
   The best way to avoid having to talk to someone (and thereby enhancing their self esteem by acknowledging their existence) is to REFRAIN FROM MAKING EYE CONTACT. This is difficult to do since most hotel lobbies, bathrooms, hallways and other areas

(except meeting rooms) are crammed cheek by jowl with so-called social "scientists" of every possible persuasion. However, you can avoid making eye contact if you adopt the Far-Away-Distant-Searching-For-Someone-Across-the-Room Stare. This is effected by a slight narrowing of the eyes and a furtive darting of the eyeballs back and forth in their sockets. This eliminates the possibility of seeing anyone who is standing within a 12-foot radius of your personal space and, thus, reduces the likelihood of having an interpersonal interaction.

Should this technique fail to prevent a distasteful encounter you can terminate the interaction by adopting the aforementioned FAR OFF STARE *while someone is talking to you.* This lets the individual know in a subtle but undeniable fashion, that some of us have better things to do than listen to boring drivel about research ideas, teaching, community service, executive development, and getting grants which specify that the summer be spent on the Isle of Capri, drinking red wine, and interviewing rich members of the Italian nobility on the beach. If the far off stare fails to derail the tedious grant recipient, you should immediately introduce him/her to a colleague of yours whom you have grown to despise.

4. Keep in mind that a very small percentage of people attend meetings in order to conduct SERIOUS BUSINESS. These self-important eggheads actually seek out interactions because they are are usually trying to fill vacant faculty positions, find jobs for themselves or their relatives, sign a ridiculously lucrative book contract, and/or discuss on-going "research" projects with actual or potential "co-authors." Such individuals are to be avoided at cocktail parties even more so than recent grant recipients because they do not find jokes about nose-picking, sheep, or devastating nuclear accidents amusing.
5. Speaking of cocktail parties . . . there are IMPORTANT cocktail parties where you should be seen engaging in the FAR OFF STARE or having TMAOEs (if you forgot what this is, go back to point 2), and there are unimportant, pathetic little gatherings of losers which should be avoided if possible. Important parties are those sponsored by large publishing companies or universities that have job openings you would kill for. Find out about these parties by nagging your senior faculty members for "inside info" or by pressing all the buttons on the elevator and sticking your head out at each floor to listen for the laughter and the tinkle of ice cubes. Your goal at these parties is to be VISIBLE. Believe me, it helps if you are tall, wear bright colors, and have a loud voice.

6. The only people who actually attend paper sessions are people presenting papers and doctoral students. This is as it should be since the whole purpose of paper sessions is to justify to one's home university the expense of the trip to the meeting. Having a few people in the audience makes the whole experience of discussing one's ideas less onerous, so doctoral students fulfill an important function by sitting in the audience. Therefore, doctoral students should spend all day, every day of the meeting attending sessions, particularly those on topics such as "Leadership: Who Cares?" and "Life Stressors and Personal Control Issues Among Dual Career Post-Menopausal Nurses" which tend to start at 8:00 a.m. Your attendance at these sessions not only makes the presenters feel better, but it adds to your VISIBILITY and gives you something to talk about at IMPORTANT cocktail parties.



GRADUATE INFORMATION EXCHANGE

To provide a means of communication, and to inform graduate students and programs of the activities undertaken in other programs, **TIP** is creating a new section entitled: "Graduate Information Exchange."

Please participate in this endeavor by sending a brief summary of graduate student or program activities or projects that are going on in your department. These summaries should be sent to:

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New Orleans, LA 70118

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The Revised JDI: A Facelift for an Old Friend[1]

The Job Descriptive Index (JDI) was formally introduced in 1969 with the publication of *The Measurement of Satisfaction in Work and Retirement* (Smith, Kendall, & Hulin, 1969). The book represented a ten year effort toward the development of a reliable and valid instrument for measuring satisfaction in work (and a separate instrument for measuring satisfaction in retirement). The JDI provides measures of five principal facet satisfactions: satisfaction with the type of work, satisfaction with the pay, satisfaction with the opportunities for promotion, satisfaction with the supervision, and satisfaction with co-workers on the job. The JDI requires an individual to respond to a short list of adjectives or phrases for each facet scale; respondents mark Y (yes), N (no), or ? (cannot decide) for each adjective or phrase to indicate whether it applies to his or her job. Responses to the items for each facet are summed to provide an index of satisfaction with each of the five facets of work. In addition to comparing raw scores among workers or work groups in a given work situation, the investigator can compare scores with norms for the five JDI scales to allow adjustment for relevant demographic, organizational, and community characteristics.

Since the JDI was first introduced, it has remained one of the most popular instruments for measuring satisfaction at work. Reasons for its popularity include the measure's comprehensibility by workers of low educational levels, its simplified response format, and the availability of norms. The JDI has been administered to several hundred thousand individuals in hundreds of organizations in both the private and public sector. In the last ten years, it has been included in more than 400 research publications examining job satisfaction. The JDI has also been translated into a number of languages, including Spanish, French, Greek, Norwegian, Hebrew, Thai, Chinese, and Arabic. Recent reviews suggest generally high reliabilities for the JDI scales, with internal consistency reliabilities estimated at .92 and test-retest reliabilities of approximately .65.

Since its introduction, the psychometric characteristics of the JDI have been monitored by the "JDI Research Group" (composed of Pat Smith and a number of graduate students and faculty members at Bowling

[1]A number of individuals have contributed to the Revised JDI project and this paper: Patricia C. Smith, William Balzer, Michael Brannick, Wei Chia, Sharon Eggleston, Wade Gibson, Barbara Johnson, Heidi Josephson, Karen Paul, Christopher Reilly, and Michael Whalen.

Green) in a further effort to understand and improve the JDI. In the late 1970s, it became apparent that changes over time in jobs and the colloquial use of language had begun to affect the item characteristics of several original JDI items. In order to update the original JDI and retain the original high scale reliability and validity, the research group began a five-year project to revise the JDI.

Our procedure to revise the JDI included two different strategies to provide converging evidence of improved scale characteristics. In addition to the traditional psychometric methods used to develop the original JDI, widespread interest in Item Response Theory (IRT) at the time suggested that IRT could also be used to support scale revisions. The actual revisions to the JDI resulted from a multi-step process. First, original JDI facet scales were examined to identify those items which failed to correlate highly with other items included in the scale. This preliminary analysis was used to estimate the number of replacement items necessary (it was decided in advance that the number of items per scale would remain the same) and provide a reasonable guess as to the number of items we should include in the new test item pool. For the original ("classic") JDI, we had item information from 18 diverse samples (total N = 10,246; Ns of 171 and 1524 for smallest and largest sample, respectively). Traditional item statistics were available for this data set. We considered eliminating any item (a) with item-subscale correlations less than .30, or with either extremely low or high percentages of endorsement (while maintaining spacing of items across the range of each facet); (b) with factor loadings less than .30 on the predicted JDI facet factor or loading higher on an alternative factor; or (c) with standard deviations below 1.0 or skewness greater than 2.0.

On the basis of these considerations, we added 41 items to the original 72 JDI items and administered all 113 to a combined heterogeneous sample of 795 employed persons. For this sample, both new and old items were evaluated by IRT procedures in addition to traditional procedures. Items were eliminated if **a** parameters were less than .30, **b** parameters had absolute values greater than 3.0, or if item parameter standard errors indicated poor estimation. From the remaining pool, choices were made to maintain wide spacing of items, to increase readability, and to minimize redundancy of content. In sum, a number of different indices were used to delete old items and choose new ones; the agreement among procedures, while not perfect, was reasonably high. As a result of this process, a total of eleven items were replaced across four of the facet scales; the promotions subscale remained unchanged.

Based on the above analyses and revisions, and after careful examination of data sets collected after inclusion of the new items, Bowling Green is pleased to announce the availability of the Revised JDI. The

number and areas of the facets remain the same, as well as the number of items included on each facet subscale. Factor analysis indicated that five moderately correlated factors accounted for most of the common variance. Scale reliabilities remain impressively high, with an average internal consistency (alpha) of .88 across six samples (total N = 1219).

In a separate endeavor, Gail Ironson (now completing a medical residency at Stanford) and the Bowling Green group have constructed a global Job in General (JIG) scale. It measures overall evaluation of the job, reflecting the respondent's weighting of all the components of job satisfaction relevant to him or her. It is administered *after* the JDI and uses the same response format. Alpha reliabilities average .91 over 8 samples (Total N = 3707). The JIG has been shown to include reliable variance in addition to that obtainable from the JDI facet scales. It correlates substantially with scales measuring intention to quit, trust, life satisfaction, and other global measures of satisfaction.

In addition to the Revised JDI and JIG, our research group is currently working on a number of related research projects. Based on our experiences while revising the JDI, we are presently writing a manuscript comparing classic psychometric and IRT procedures for scale development and revision. In addition, a test manual for the Revised JDI and JIG is being constructed and should be available shortly. This manual will provide helpful information for both researchers and practitioners interested in understanding, administering, scoring, and interpreting the Revised JDI and JIG. Finally, we continue to examine correlates of the JDI and JIG using a variety of samples collected by, or made available to, our research group. Of course, we would be very interested in hearing about other research being conducted on the JDI by our academic and practitioner colleagues.

The JDI, Revised JDI, and JIG are copyrighted instruments; the scales themselves, or written permission to reproduce them, can be obtained from Bowling Green State University for a small fee. This fee is used to offset the costs associated with continued research on these instruments. For further information on the Revised JDI or the JIG, please write Dr. Patricia Cain Smith, Department of Psychology, Bowling Green State University, Bowling Green, OH 43403 or call (419/372-8247 or 419/352-5514).

Jarold R. Niven recently passed away. In charge of personnel research for Boeing for many years, Jerry was a Fellow of Division 14 and an ABPP Diplomate in I/O Psychology. Active on committees and boards of both SIOP and APA, he will be deeply missed by his colleagues. We extend our sincere condolences to his family and friends.

Reorganization Update

Milton D. Hakel
Committee of Concerned Researchers

When TFSAPA's reorganization plan was voted down by the Council last February, a motion passed to create the Group on Restructuring of APA (GOR). GOR is chaired by Logan Wright, and Nan Anderson, Tom Boll, Marilynn Brewer, Art Kovacs, Nadine Lambert, Jim McGaugh, Steve Morin, Bill Morley, Lyman Porter, Sandra Scarr, Nate Stockhamer, Dalmas Taylor, Lenore Walker, Rogers Wright and I are its members. GOR has met twice already and will meet for a third time in late June.

While there is not yet agreement that reorganization is even needed (the private practitioners suggested a two-year moratorium!), we have agreed that any plan GOR sends to Council will contain provision for one or more units (like the assemblies in TFSAPA's plan), a central governing body, and a constitutional allocation of powers between the units and the central body. We are in general agreement (operationally defined as no more than two negative votes) that units will 1) set their own dues, dues structures, and dues allocations, 2) participate in setting APA base dues, 3) adopt and amend their own bylaws, 4) initiate policies for consideration as APA policy, 5) determine their own policies so long as they are consistent with the APA bylaws and policies, 6) hold meetings and conventions, 7) own and operate journals and other publications, and 8) conduct policy and advocacy activities related to the functions and purposes of the units.

These items do not go beyond what TFSAPA reported in its 22 Principles last January. Four tough issues will be discussed in GOR's June meeting: 1) whether unit membership is voluntary or required, 2) whether divisions or state associations can become units directly, 3) whether a person has full voting rights in only one unit or in as many units s/he belongs to, and 4) whether there will be more than one unit. If agreement can be reached on these issues and many lesser ones, then a plan will be presented to Council in August. If agreement is not reached, we will probably report instead that we are deadlocked on one or more of the above issues.

If significant progress has not been made at GOR's June meeting, the Committee of Concerned Researchers will circulate a reorganization petition at the New York APA Convention. It will present specific

bylaws amendments needed to put TFSAPA's plan into effect. With 2,500 signatures, the amendments must be presented to APA's members as a referendum. It is time that the APA membership got the opportunity to vote on reorganization. Look for the petition near convention registration areas in the main hotels. If you will not attend the convention but wish to sign the petition anyway, request a copy of the petition from me c/o **Committee of Concerned Researchers, Department of Psychology, University of Houston, Houston, TX 77004.**

ANNOUNCING THE
THIRD ANNUAL CONFERENCE
OF THE
SOCIETY FOR INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY, INC.
April 21-23, 1988
Loews Anatole Hotel
Dallas, Texas

Submission Deadline: October 1, 1987
Registration materials: Available January, 1988. (Will be mailed to all Society members)

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Joint-Service Job Performance Measurement/ Enlistment Standards Project*

D. A. Harris
Office of the Assistant Secretary of Defense (Force Management and Personnel)

Introduction

In July 1980, the Department of Defense (DoD) launched a Joint-Service effort to investigate the feasibility of measuring on-the-job performance and using these measures to establish military enlistment standards. This effort resulted from several concerns including the misnorming of the Armed Services Vocational Aptitude Battery (ASVAB), a continuing need for high quality recruits, and the declining population of 18–21 year olds. Congress endorsed DoD's efforts to link enlistment standards directly to actual job performance and during the FY 1983 budget hearings, the House Committee on Appropriations supported increased DoD/Service efforts in this area.

Stated simply, the objectives of the resulting Joint-Service research program are: 1) to develop prototype methods for measuring job performance, and 2) if feasible, to link job performance measures with enlistment standards.

There are several assumptions underlying these objectives. The first assumption is that state-of-the-art occupational analysis and hands-on performance measurement makes accurate performance measurement feasible and lends itself to widespread use. A second assumption is that the best research strategy is for each Service to conduct its own research program according to Joint-Service generated guidelines and timetables. A final assumption is that policy discussions concerning the techniques and strategies for establishing links between job performance and enlistment standards will be deferred until the technology to collect the required performance measures has been developed and its effectiveness demonstrated.

The Military Services are working together on this project and preliminary results are promising. Demonstrations of prototype performance measures and initial attempts to link those measures with enlistment standards are expected in 1987. Assuming success, institutionalization of the results in the enlistment process for the specialties

*This article has been adapted for **TIP** by Cal Oltrogge of the External Affairs Committee from an earlier paper by D. A. Harris.

studied will follow, and efforts to explore the usefulness of performance data in training, personnel management, and occupational analysis will be initiated.

Management Support: Structure and Relationships

Several committees and agencies provide essential resources for the guidance, integration, and support of the Joint-Service Job Performance Measurement/Enlistment Standards Project. These groups include:

1. **Manpower Accession Policy Steering Committee**
   The Manpower Accession Policy (MAP) Steering Committee serves as the basic source of policy guidance for this project. Chaired by Dr. W. S. Sellman (Director for Accession Policy within the Office of the Secretary of Defense), the Committee is composed of general and flag-level military officers representing their respective deputy chiefs of staff for personnel, and the commander of the Military Entrance Processing Command. The Committee provides the manpower, personnel, and training perspective in research progress reviews and ensures the integration of research/policy concerns at each stage in the Project.
2. **Joint-Service Job Performance Measurement Working Group**
   The Joint-Service Job Performance Measurement Working Group is the primary source of review and coordination of Service job performance measurement research programs. The members include representatives from the Army Research Institute for the Behavioral and Social Sciences, Air Force Human Resources Laboratory, Navy Personnel Research and Development Center, Center for Naval Analyses, and the Service's accession policy staffs. Chaired by Lt. Col. D. A. Harris (the DoD Project Manager), the Working Group facilitates the sharing of Service research results and ideas.

   During all stages of the research effort, the Working Group ensures that the data collection efforts obtain the information needed to link enlistment standards and job performance. It is the primary interface with the National Academy of Sciences' Committee on the Performance of Military Personnel and provides recommendations concerning policy positions on issues which are taken to the MAP Steering Committee.
3. **National Academy of Sciences' Committee on the Performance of Military Personnel**
   The National Academy of Sciences' Committee on the Performance of Military Personnel is composed of nationally recognized experts in scientific and technical areas related to job performance measurement and enlistment standards. The Academy Committee,

chaired by Dr. Bert Green, Jr. (The Johns Hopkins University), is charged with providing independent, scientific assessment of the DoD research program. The areas of expertise represented by Committee members include:

1) personnel testing (Bert Green, The Johns Hopkins University; Lloyd Bond, University of Pittsburgh; Robert Linn, University of Illinois; Richard Shavelson, UCLA); 2) industrial and organizational psychology (Jon Bentz, Sears Roebuck & Co., retired; Virginia Boehm, Assessment & Development Associates; Frank Landy, Pennsylvania State University); 3) human factors engineering (H. P. VanCott, Essex Corp.); 4) research design (Jerald Bachman, University of Michigan; Donald Rubin, Harvard University); 5) military sociology (Mady Segal, University of Maryland); and 6) manpower policy (Martin Binkin, The Brookings Institution; Richard Cooper, Coopers & Lybrand; Richard Danzig, Latham, Watkins & Hills; General John Roberts, U.S. Air Force (retired), former commander of the Air Training Command). Ms. Alexandra K. Wigdor serves as the study director for the Committee. The Committee's activities include reviewing research plans, observing data collection, and evaluating data analyses. The Committee has been asked to help assure that the research reflects state-of-the-art methods and to suggest additional lines of research or alternative strategies as necessary. The Committee is also exploring the policy considerations—military, economic, and social—that might affect the development of models for linking entrance standards and job performance. Finally, the Committee provides an ongoing forum for the exchange of ideas among researchers, policy makers, and military officials.

Service Research Programs

Overall project strategy calls for each Service to demonstrate its ability to efficiently collect valid, accurate, and reliable hands-on job performance data that can be related to enlistee capabilities. These measures will then be used as benchmarks to evaluate less expensive, easier to administer tests and/or existing performance information to use as substitutes for the more expensive, labor intensive hands-on performance measures. The initial hands-on data must also be robust enough to serve as the initial data pool for testing the feasibility of linking enlistment standards to job performance. Each Service is developing key components of the overall Joint-Service program within a common methodological framework. This strategy both minimizes development time and precludes redundancy in Service research programs.

ARMY PROGRAMS

The Army is lead Service for:

1. Hands-on performance tests for one cross-Service Military Occupational Specialty (MOS) (Military Police) as well as hands-on tests for Army-specific MOSs.
2. MOS-specific job knowledge tests.
3. Army-wide performance ratings.

MOS specific job performance measures include hands-on performance measures, measures of training success, and job knowledge tests. Army-wide performance measures using behaviorally anchored job performance rating scales are also being developed. Work at this stage involves selection of tasks to be evaluated, scoring approaches, development of procedures guiding scores, and testing instructions. Tests developed cover the full range of tasks encompassing each MOS. The MOSs selected to test the prospective job performance measures are:

Cannon Crewman	Tank Crewman
Motor Transport Operator	Radio Teletype Operator
Administrative Specialist	Light Wheeled Vehicle/Power
Military Policeman	Generation Mechanic
Infantryman	Medical Specialist

These MOSs were selected as representative of Army enlisted assignments and include all operational ASVAB aptitude area composites. To ensure that data gathered on cross-Service military specialties permit comparisons of measurement strategies and assessment of their generalizability across the Services, these MOSs were selected using Joint-Service Job Performance Measurement Working Group criteria.

AIR FORCE PROGRAMS

The Air Force is the lead Service for:

1. Hands-on performance tests for the Jet Engine Mechanic and Air Traffic Controller Air Force Specialties (AFS) as well as for Air Force-specific AFSs.
2. Walk-through testing development and demonstration.
3. Job experience rating development and demonstration.
4. Cross-Service use of performance measurement strategies

The objective of walk-through testing is to expand the range of job tasks assessed to include tasks which do not lend themselves to hands-on testing because of cost, time, and/or safety considerations. Walk-through testing is a task-level job performance measurement system which combines task performance, walk-through, and interview procedures to provide a high fidelity measure of individual technical com-

petence. Walk-through testing methods are being evaluated both as supplements to hands-on data collection and as more cost-effective substitute measures.

A wide range of rating forms are being developed in addition to the interview testing procedure. These include peer, supervisor, and self performance ratings at four different levels of measurement specificity—tasks, dimension, global, and Air Force-wide—as well as ratings of job experience. Finally, questionnaires are also being constructed to assess job experience and levels of motivation.

The AFSs selected for demonstration are:

Jet Engine Mechanic	Air Traffic Control Operator
Ground Radio Operator	Electronic Computer Specialist
Personnel Specialist	Avionic Communications Specialist
Combat and Control Specialist	Tactical Aircraft Maintenance Specialist

These AFSs were chosen based on selection criteria established by the Joint-Service Job Performance Measurement Working Group.

NAVY PROGRAMS

The Navy is the lead Service for:

1. Hands-on performance tests for one cross-Service rating (Electronics Technician) and for Navy-specific ratings.
2. Simulation performance test development and demonstration.
3. Symbolic simulation substitute test development and demonstration.

Hands-on performance tests will use actual equipment or parts of equipment in assessing technical proficiency, and may involve whole or part task sequences. One type of substitute for the hands-on test will use either "low" fidelity computer-based simulation technologies (e.g., interactive videodisc systems) or paper-and-pencil simulation techniques that rely on pictures and illustrations of actual equipment. The second type of substitute will use behaviorally anchored rating scales that specify work behaviors representing different levels of proficiency. These ratings will parallel the content of the job sample test and simulation. In addition, a set of behaviorally anchored rating scales will be developed at the more general job performance level.

The Navy ratings selected for demonstration are:

Machinist's Mate	Operations Specialist
Radioman	Fire Control Technician (Surface)
Electronics Technician	Electrician's Mate
Aviation Machinist's Mate	Jet Engine Mechanic

These ratings were selected using the criteria established by the Joint-Service Job Performance Measurement Working Group.

MARINE CORPS PROGRAM

The Marine Corps is the lead Service for:

1. Hands-on performance tests for one cross-Service MOS (Automotive Mechanic) plus Marine Corps-specific MOSs.
2. Identifying the total range of information all Services must include in their data acquisition efforts to ensure that the resulting job performance information has maximum utility for recruiting, training, and other critical personnel policy programs.

The Marine Corps will develop two types of tests to measure job performance: hands-on performance tests, and surrogate written tests. An attempt will be made to adapt performance rating procedures developed and evaluated by other Services. In addition, supervisor ratings of performance and grades in occupational specialty training courses will be collected for possible use as criterion measures of performance. Marine Corps research will determine the types of specialties in which training grades and ratings have sufficiently high correlation with hands-on performance tests to serve as adequate substitutes. For these types of specialties, the less expensive measures can then be used as the criterion in developing an effective selection and classification system. For the remaining types of specialties, expensive performance tests may need to be developed to cover the full range of job requirements.

The Marine Corps MOSs of interest are:

Automotive Mechanic*	Ground Radio Repairman*
Infantry Rifleman*	Administrative Clerk

The asterisk indicates the three MOSs which were used in a feasibility study. The information currently available for these MOSs will need to be augmented to provide adequate data for the Joint-Service Project.

Conclusion

Determining military manpower quality requirements with any measure of precision is not currently possible. Such an effort would require a validated cost trade-off model that would permit the evaluation of the relative costs and benefits of different force quality levels. We know that high quality personnel are more costly to recruit yet less costly with regards to training, force size and effectiveness. A trade-off analysis could vary the quality mix and assess the total costs for recruiting, training, and maintaining force levels while holding constant some performance or criterion objective. The question would then become whether

there is some optimal quality mix that minimizes the total cost of recruiting, training, and maintaining force levels for a given outcome.

A principal problem in developing a validated cost trade-off model is the difficulty in measuring on-the-job performance. The basic instrument used by the Services to select enlisted personnel is the ASVAB. Traditionally, the ASVAB has been validated against training success. This Joint-Service Project is developing prototype job performance tests in selected jobs in each of the Services; cumulatively, most types of military specialties will be represented. Once reliable job performance measures are available, the Joint-Service Project will examine the relationship of job performance measures to the ASVAB. The ultimate goal will be to validate quality enlistment standards against actual job performance, instead of success in training. If this research enables us to establish a definitive link between enlistment criteria and job performance, we will then be able to determine manpower quality requirements with greater precision than is now possible.

NOTE: For more information about the Joint-Service Job Performance Measurement/Enlistment Standards Project, please contact:

Lt. Col. D. A. Harris
Directorate for Accession Policy
OASD (FM&P)
Room 2B271; The Pentagon
Washington, D.C. 20301-4000

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A Consultant's View of Being a Consultant Part II*

The Small Established Consulting Firm

David D. Robinson

A. Self Description

Age: 49 — Firm: David D. Robinson, Ph.D.
Job Title: Proprietor — Years in Position: 15
Highest Degree: Ph.D. — Year Degree Granted: 1969
Fields of Study: Clinical Psychology, I/O Psychology, and Statistics

B. Career Description

1. How I found my current position

As much as we try to plan ahead, seemingly random events take place which have such powerful effects that sometimes I wonder if all the planning makes any difference. My current position is the result of a lot of chance. In the last year or so before I completed my graduate work at Ohio State, two events took place which profoundly influenced my future. The first event was meeting my future wife, who, with the aid of friends, put me on skis for the first time. To my amazement, skiing was easier and much more pleasant than I had ever imagined, and I decided that I wanted to live where good skiing is easily available. The second event was my first visit to the Pacific Northwest, which made me want to move there as soon as I completed my graduate work.

Just as I was starting my dissertation, I began what I had planned to be a part-time, short-term job with Ernst & Whinney (then Ernst & Ernst) in Columbus, Ohio. My intent was to finish my dissertation and head West as soon as possible. Apparently, my boss liked my work, because he offered me a full time job. I told him that I had no intention of staying put, and that I was eager to head West, "to ski and flyfish," and that I had an interview scheduled in Portland. He told me that if I really wanted to ski and flyfish, I should go to Boise, Idaho, and that he could arrange an interview with the managing partner of the E&W office in Boise. Within about three months, my dissertation was complete, all the signatures were in place, and my bride and I were on our way to Boise.

*Editor's Note: Part of a series of articles on organizational consulting coordinated by Dan S. Cohen and initiated by the Professional Affairs Committee while chaired by Manny London.

My job went well, and within about three years I had a promotion and an offer of a transfer to the Los Angeles office of E&W. I couldn't bring myself to trade Boise for L.A. at that time, but the firm's expectation was clear: move to L.A. or hang a shingle, so we parted ways in April of 1972. I opened an office in the E&W's office building and stayed there long enough to learn a basic fact: rents *increase*. I bought an office condominium in Old Boise, a lovely neighborhood on the edge of the downtown area, and have been here since 1975.

2. How my training relates to my position

During my undergraduate years, I took ROTC, and went on active duty immediately after graduation from college. I was assigned to the U.S. Army Security Agency, and was trained as a communications security officer. In wartime, my duties would have been to monitor friendly radio, telephone, teletype, and microwave communications traffic for security violations, analyze the violations for intelligence information presumably available to the enemy, and report this information to a division or corps level intelligence officer (G-2). This was heady stuff to a young man, and I decided to aim for a consulting career in a civilian field—perhaps clinical psychology.

After my two years in the army, I began graduate training in clinical psychology, completed a master's degree and some further graduate study, plus some 3,500 hours of supervised clinical internship in Veterans Administration facilities. I had never been at peace with certain aspects of my clinical training, and was attracted to the people, subject matter, analysis models, and range of work environments in I/O psychology. In the year before I began coursework in industrial psychology, I had been working in the areas of executive recruiting and selection for Dr. John C. Denton, the proprietor of a small, established consulting firm, and a graduate of the industrial psychology program at Ohio State. I found both the content and context of this work to be a refreshing change from the clinical course and field work to which I had been previously exposed. Jack Denton introduced me to Robert J. Wherry, Sr., his major professor at Ohio State, who encouraged me to apply to the industrial program, and I did so immediately. I was accepted into the program and moved to Columbus. It was one of the best breaks of my life.

When I finished my coursework, I began work as a research psychologist for Battelle Memorial Institute, where I learned some very important lessons. I had been rigid about what I thought I would find interesting, and was overly eager to work for business organizations. It was disappointing to be assigned to a project involving a labor union or to a consortium of law enforcement agencies. But these assignments and others outside business environments turned out to be extremely interesting, and they opened my eyes to the fact that *all* organizations are interesting, not just business firms.

Looking back on my graduate courses, those which have had the most enduring utility have been the basics of learning, perception, philosophy of science, and all my statistics courses. The most beneficial course in industrial psychology was job analysis. My biggest training void was in business, particularly in marketing and in accounting and budgeting. Fortunately, while employed by Ernst & Whinney, I had the opportunity to take introductory, intermediate, and advanced accounting, cost accounting, tax accounting, and auditing. That background has enabled me to understand the basic language of business, and to understand the needs of business people much better than would have been otherwise possible.

3. Professional experience that led to my position

The proximal event that led to my present position was refusing to accept a transfer with my employer. I knew that refusing a transfer was playing Russian Roulette with my job, but by that time in my life, I had lived in a number of places which didn't particularly appeal to me, and all I could think of in connection with living in a major metropolis at that time was traffic, smog, and no opportunity to ski. As I took inventory of my professional experience, it included enough coursework and training to practice clinical psychology (and later to qualify for listing on the National Register of Health Service Providers in Psychology), about three years of broad scale research experience with Battelle Memorial Institute, and some four years consulting experience with Jack Denton and Ernst & Whinney. I had worked on a number of projects involving technical and executive recruiting and personnel selection, had developed several compensation systems, had done some program evaluation work, and had enough knowledge of accounting to keep my own books. I had always wanted my own consulting practice, and now it all seemed possible.

4. Traits and skills that helped me achieve present status

An individual proprietor must have a strong sense of independence, willingness to accept risk, and a high tolerance of ambiguity. One of the most difficult aspects of independent consulting is unpredictable cash flow. Tolerance, persistence, and patience are necessary because it is difficult to sell I/O services to people who are unaware of the benefits. In some cases, the word *psychology* is a turnoff to potential clients, and the psychologist's image in many quarters seems to be caught somewhere between Bob Newhart and Sigmund Freud. The brochure "The Science and Practice of Industrial and Organizational Psychology" published by the Society for Industrial and Organizational Psychology is a major step

forward in communicating the nature of science and practice in our field. About ten years ago, I was about to begin a series of interviews with senior managers of a Fortune 500 company, and one of them told me it was unfortunate to be a psychologist, and suggested that I change my resume somehow to avoid revealing that part of my background. More recently, the president of a company listed on the New York Stock Exchange expressed a similar idea. This time I suggested being called something with "human resources" in it. He told me that, in his company, people didn't like to think of themselves as "resources"—in his company, resources get *consumed*. The moral of the story is that people have unpredictable reactions to the words psychology, psychologist and psychological, and it's a major challenge to avoid negative stereotyping. I don't think I have developed a moment's worth of consulting work when I have approached a prospective client with an idea when there was no expressed need. Any salesman will confirm that the most important part of a sale is finding out what the customer perceives his or her need to be. However, any time a client or prospective client expresses a need that can legitimately be filled, the sale is easy.

One quality which has been helpful in developing my practice has been my willingness to read journals and to stay current with technical literature. When clients describe problems, the technical literature usually provides ideas for appropriate methodology. In the last five years or so, I have become a skilled user of personal computer software for word processing, electronic spreadsheet analysis, data base management, general ledger accounting, and communications applications. It used to be worthwhile to scan *Psychological Abstracts* for studies describing applied research useful to present or potential clients, and now, more recently, personal computer communications software has enabled me to search electronic databases, especially Psychinfo from the American Psychological Association using Lockheed Information Systems' *Dialog*. *Dialog* permits searching for articles on virtually any topic, enables reading and/or printing abstracts of articles, and ordering abstracts and/or entire articles online. This remarkable service saves countless hours in the library and enables me to obtain articles from journals and technical reports which are locally unavailable.

I have been willing to make time available for such *pro bono* activities as the Salvation Army, United Way, and the Boise Council on Aging. These activities satisfy personal needs to help others, to contribute to the welfare of the community, to meet others who are similarly motivated, and to demonstrate my professional capabilities to those who may retain my services or make referrals. Many of my referrals have come from friends, but most of my friends are unaware of the content of I/O psychology. Most people associate any kind of psychology with couches

or at least with health care, and its a real problem to overcome ignorance and stereotyping. More effective marketing tools are needed to alleviate this problem.

C. Organization Description

1. Services or products of my organization

My organization offers services in job analysis, personnel selection, training program design, job performance evaluation system design, compensation system design, expert witness services to attorneys and their clients, occupational evaluation following injury or illness, and traditional clinical psychological services. I have learned that most of these services are in demand in specific organizations. I like the variety of my work and the diversity of my clients.

2. Position in the market/size of organization

A. I am a sole proprietor, and, as far as I know, the only industrial psychologist in the state of Idaho.

B. My strategy is to minimize overhead and maximize personal efficiency. This requires full use of microcomputers at home and at the office. It involves bartering certain services. For example, I have traded an obsolete computer and associated software for bookkeeping services, and access to my computer for secretarial services. I am about to trade statistical consultation for marketing services. I have employed secretaries from time to time, but have found that I need such services only sporadically, and when I do, I use a temporary help agency. I use an answering service, which has proven to be very satisfactory.

3. My market area serves a metropolitan population of about 200,000, and a vast, thinly populated geographic area with a few small cities which may be hundreds of miles apart. Idaho has roughly half the land area of California, and only about three percent the population. I have a few client companies in surrounding states, but most of my work is done within a ten-mile radius of my office.

My favorite role is to translate scientific information and design human resource information systems. Sometimes I can make that role work, and at other times I can't. In the worst case, a large organization may be highly resistant to scientific information, avoid sound human resource practices, and ignore Title VII of the Civil Rights Act. At times, such an organization may take a dose of job analysis, let's say, but only a minimum dose, and certainly not enough to serve as a basis for a quality program. In some large companies, the president may be approachable on a superficial basis, but will refer the consultant to the human resources manager. The human resources manager inevitably has less organizational power than the manager of any other functional area, and

may have to defend to the president why outside consulting services are needed. This may require the human resource manager to admit a lack of capability in certain (technical) areas, which can be threatening. The easiest and safest (but not necessarily the best) move for the human resources manager may be to listen politely to the consultant and do nothing more. I have tried to alert human resource managers to potential exposure to civil rights actions and the response has been, "Before you came in, I had enough problems. Now you're telling me I have problems I didn't know I had. I don't even want to know about problems I don't know I have." Later on, the client who expressed that idea became quite concerned about legal and valid personnel selection and supported several consulting projects. Smaller companies are usually easier for a small consulting firm to work with than larger ones. In a small company, the impact of high or low producing individuals is felt to a much greater extent, and the owners of small companies are much more willing to acknowledge their need for outside consultants than executives in large companies.

My major marketing technique has been to work on community projects and programs like the Salvation Army, United Way, and the Boise Council on Aging. I also try to publish in relevant periodicals, such as the *Advocate*, the journal of the Idaho State Bar. I have also belonged to Rotary and to other weekly luncheon clubs. Some consulting activity has resulted from these affiliations, and my effort has been to keep decision makers aware of my work. As I develop more understanding of the marketing function, I realize how much I need outside expertise.

D. Professional Activities

The nature and variety of my work has been a great source of satisfaction.

1. *Job Analysis:* Early in my I/O graduate training, I learned that job analysis is the basis for most of the other human resource functions that I have found interesting, such as defining newly-created positions, in helping partners resolve role conflicts, selecting personnel, training, compensation, and in job performance evaluation.

2. *Personnel Selection:* Some large companies have employed me to help them to develop procedures for personnel selection, but more work in this field has come from smaller companies. Senior managers of large companies which do not use systematic selection routines have indicated that promotions are often made on the basis of personal loyalties; and these such managers are hesitant to impose procedures which threaten to remove control from successful subordinates or to do anything to create resistance on the part of these subordinates. Arguments about economic advantages of improved selection often fall on deaf ears; but sometimes

what makes a difference is one or more experiences of costly selection failure; then the CEO simply mandates change, and change takes place. Early in my consulting career, a senior manager of a large company told me that the company wanted me to test all the executives in the organization. He had no ideas about relating test results to criteria, of course. He just wanted test scores. This is highly typical of client requests in the sense that so often they want what they want and not necessarily what they need. I told him that paper and pencil testing without criterion development would not do the job, and suggested consideration of an assessment center. As I did so, I had visions of losing the account—the classic picture of dollar bills flying away on wings. However, he asked for further information, the company investigated assessment center technology, and eventually adopted that procedure. We did the necessary job analyses for two positions, selected exercises, and assessed a number of executives. However, the client began using assessment center procedures on new positions without doing job analyses, and selecting people for a training program, regardless of similarities between assessment exercises and training program content. The point is that some clients will use professionally developed techniques inappropriately, and this is one of the most difficult aspects of consulting. The consultant has a minimum of position power, and no control over organizational behavior in situations like these.

The impact of poor selection decisions seems to be felt more acutely in smaller companies than in larger ones. Through the years, I have helped a number of smaller companies define job requirements, recruit and select applicants, and participate in the selection decisions. Such assignments can be highly satisfying, but it's necessary to avoid making decisions for the client.

3. *Training Program Design:* Very few client companies have approached training systematically. If they take any responsibility for training, their usual approach is to implement the fertilizer theory, which implies simply dumping a little on the plant whenever the spirit moves them. One company brings selected people into headquarters amidst a great deal of hoopla, and cheers them on with inspirational messages. Everyone just loves it, and the "trainees" go home high. What I believe is that they generate subordinate loyalty and further enthusiasm, but not much skill improvement. Maybe the program is cost effective in terms of transmitting organizational cultural values. I prefer not to participate in such programs. Even though it may generate fees, the lack of job analysis and lack of attention to program objectives, plus excessive rah-rah, makes this kind of work unattractive to me.

Much more to my taste is training system development. For example, a client bank intended to standardize training content and training method

in the second year of its management training program. The first year consisted of studies in accounting and rotation throughout various operation jobs in branches in the Boise area. In the second year, trainees were dispersed throughout various branches in the state, and their training experiences were highly variable as to content and training method. With consulting assistance, the bank conducted a job analysis and created a list of some 75 tasks. At two months, five months, eight months and eleven months, the bank requires trainees and their branch managers to rate the degree to which (1) branch managers have exposed trainees to each task and (2) trainees' proficiency in performing the tasks. Trainee-manager pairs, whose ratings on task involvement and proficiency are in the lowest quartile, are given two weeks to submit an action plan for improvement. Trainees whose performance is consistently in the highest quartile are promoted and given permanent assignments as soon as desired levels of task proficiency are demonstrated. Organizations as responsive to consultants' recommendations as this one has been are a tremendous pleasure to serve.

4. *Compensation System Design:* A number of companies have requested assistance in developing wage and salary systems. The method I prefer to use is always the same: the Position Analysis Questionnaire.[1] I have developed wage and salary systems for employees of cities, a state legislature, a medium hub airport, a forest products company, a steel mill and other organizations. The most interesting aspect of this work is the diversity of the clients and the opportunity to learn about different work activities.

5. *Job Performance Evaluation Systems:* My doctoral dissertation involved job performance evaluation, and I was under the mistaken impression that organizations would be eager to develop good performance evaluation systems. Much to my surprise, among all my service offerings (until recently) this had been the area of least activity. I recall developing a forced choice performance evaluation system a long time ago for a state agency, which generated so much controversy that I wondered if I was risking my personal safety. I had read a lot about resistance to change, and had seen examples of it from time to time, but never anything like this.

Recently, as a consequence of bank deregulation, a savings and loan requested assistance in developing a job performance evaluation system. The S&L had hired a number of new employees to manage branches and

[1]McCormick, E. J., Jeanneret, P. R., & Mecham, R. C. (1972). A study of job characteristics and job dimensions as based on the Position Analysis Questionnaire (PAQ). *Journal of Applied Psychology Monograph, 56,* 347–368.

make commercial loans, which was a new activity for the S&L, and all parties were eager for clarification of responsibilities. Using job analysis panels consisting of the new employees and the branch administration and commercial lending activity supervisors, we brainstormed job objectives and tasks and identified critical tasks. Then we taught them how to observe and record behavior. Clients have not been willing to spend the time or the money necessary to develop behaviorally anchored rating scales (BARS), or similar methods of quantifying performance evaluation data. They understand and appreciate behavior observation and the necessity to document their observations, but consider BARS to be academic and not worth the effort and expense to implement. The current emphases on deregulation and organizational downsizing have fostered a new emphasis on performance evaluation.

6. *Expert Witness Work:* One of the most enjoyable and lucrative aspects of my consulting practice has been my work with attorneys and their clients. When the telephone rings, it may be from a defense attorney or a plaintiff's or claimant's attorney. It's wise to avoid developing a reputation as a "hired gun" for one side or the other. Types of cases are extremely varied. I have testified in numerous criminal cases as to the fairness of lineup procedures, as to the reliability of eye-witness testimony, and as to the effects of alcohol on criminal behavior. In civil rights cases, I have testified as to the fairness of testing procedures and have assisted the defense to cross examine the plaintiff's expert in cases involving sex harassment. In cases of personal or industrial injury, I have testified relative to the safety of products, and as to the employability of accident victims. In the latter regard, my training in clinical psychology helps considerably. I have found that the "system" relies upon physicians to decide when a person can return to work. This is a massive hole in the system, since most physicians have as little systematic knowledge of the requirements of jobs in the world of work as I/O psychologists have of anatomy and physiology.

In conclusion, it seems appropriate to describe some of the pitfalls inherent in an independent consulting practice. First, an independent consultant must recognize the boundaries of his or her own expertise and to arrange for the services of other professionals in bookkeeping, accounting, budgeting, tax, marketing, and advertising to name some of the most critical areas of business activity. It's very important to cultivate and maintain cordial banking relationships, and to recognize that the commercial lending officer needs such accounting information as a balance sheet, an income statement, a budget, and a cash flow statement. Perhaps the biggest pitfall is the idea that a small consultant can do much more than make a comfortable living from billing professional services on a time basis. Most beginners overestimate the number of billable (and

collectable) hours available per year, and underestimate the hourly rate they should charge for their services. In a mature practice, no more than 1,000 hours per year is typically billable. The other 1,000 or so hours in a normal year are taken up with office administration, business development, continuing education, professional affairs, non-billable correspondence and other writing, and a host of other time consuming activities including vacation and sick leave. Consulting tends to be feast or famine. An independent consultant can make a good living and have an interesting career, but few of us become wealthy unless we can leverage the time of others, which implies becoming an employer of other consultants; or developing a product, or following some strategy other than an hourly fee for service. A number of other sciences and professions offer much greater opportunities to make money, and are perceived by many as more necessary than industrial psychology. For example, physicians get patients because of pain or ill health. Anyone who wants a first class building must have an architect. Lawyers prosper because people have troubles or want to avoid them. Industrial psychology appears to the unsophisticated as something of a luxury. But as an independent I/O psychologist, I have had a lot of interesting challenge and variety in my career thus far. If I had a chance to do it all again, I might look for a little bigger market, some local I/O colleagues, and higher levels of client awareness that problems can be solved through applications of I/O psychology.

1988 APA CONVENTION SUBMISSION DEADLINE CHANGE

Because the APA Convention dates have been moved forward about two weeks starting in 1988, the deadline for program submissions has also been moved forward. The new deadline for the 1988 APA Convention in Atlanta is December 18, 1987. The convention dates are August 12-16, 1988. The Call for Programs will appear in the October, 1987 APA *Monitor*. For more information contact **Elaine Pulakos, Division 14 Program Chair, 202/342-5136.**

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Detection of Substance Abuse in the Workplace: One Consultant's Perspective

Theodore H. Rosen

Of several critical social issues which have recently emerged in the home and in the workplace, concern about substance abuse and identification of abusers is often dominant. The term "substance abuse" describes the *use of illegal drugs* (cocaine, PCP, marijuana, etc.), and the *improper and illegal use of prescription and over-the-counter medications, alcohol, and other chemical compounds.* Table 1 lists, in alphabetical order, categories of substances which are of concern in this discussion.

TABLE 1

Categories of Abused Substances

Category:	Availability and Form:*
Alcohol	Beer, Wine, Distilled spirits
Caffeine	Coffee, Cola drinks, Tea
Cannabis	Hashish, Marijuana
Cocaine	"Crack," Powder
Inhalants	Aerosol sprays, Freon, Gasoline, Rubber cement, Paint thinner, Plastic model glue, Shoe polish
Nicotine	Chewing tobacco, Cigarettes, Snuff
Opioids	Narcotics (Codeine, Heroin, Opium, Morphine)
Phencyclidine	"PCP" is in its own category since it acts as a stimulant or depressant depending on dosage; also known to act as a psychedelic drug.
Psychedelics	LSD, Mescaline, Peyote
Psychostimulants	Amphetamine compounds (Benzedrine, Dexedrine, Daro), Methamphetamine, Ritalin, Preludin
Sedative-Hypnotics	Barbiturates (Seconal, Nembutal), Doriden, Methaqualone (Quaalude), Placidyl, Ativan, Librium, Valium, Miltown

*These are common names given to the types of substances in each category. Many of these are commercial trade names of the particular substances.

Widespread concern about substance abuse arises not only because of its direct impact on the user. Although certainly detrimental to the user, negative repercussions of substance abuse (in any category named above) reach beyond the individual. After all, a large portion of health funds and resources in the United States focuses on the problems of lung cancer, which have been directly related to the ingestion of the "legal" drug nicotine. And many injuries and deaths are caused by drunk

drivers, abusers of the "legal" drug alcohol who have turned the nation's highways into treacherous places. Improper use of prescription drugs such as Seconal, Librium, Valium, Miltown, and Dexedrine can lead to addiction. Repercussions on family members of an abuser are also well-documented.

Beyond the personal tragedies arising from sustance abuse lie more generalized societal repercussions, particularly in the workplace. The primary concern of management, whether it be of commercial, governmental or non-profit organizations, is productivity. In 1986, the U.S. Chamber of Commerce estimated that substance abuse, primarily drug and alcohol abuse, costs employers between $60–$100 billion annually in lost productivity.[1] Last year, the Research Triangle Institute reported that in 1980 alone costs of reduced productivity from alcohol was $50.6 billion and from all other drugs combined was $25.7 billion.[2] No matter whose estimates are used, substance abuse in the workplace is extremely costly. Therefore, it behooves management to identify users and to help them overcome their dependence on abused substances.

The most commonly used detection technique today is urinalysis. The author questions whether the use of urinalysis adequately confronts many difficulties in accuracy, cost considerations, and moral, legal and ethical issues. After discussion of the key issues involved in a urinalysis program, the author describes an alternative program for detecting substance abuse in the workplace.

Urinalysis: The Method of Preference

Substance detection methods are often adopted for use amidst moral fervor with only minimal evaluation and consideration of merit or consequences. Added to this atmosphere is the apparent faith of Americans in technology and medicine. These factors have contributed to a widespread acceptance of urinalysis as the primary detection method. If the job in question is considered especially critical, such as nuclear plant operator, police officer, or high level civil servant, we seem even more likely to suspend rational judgement and forge ahead using urinalysis even in the face of conflicting information on the utility of such a technique.

One example of this "bandwagon" phenomenon occurred during the summer of 1986 following President Reagan's call for a "War on Drugs." In fighting this "war," *all* Federal employees were to be

[1]Levin-Epstein, M., and Sala, S.: *Alcohol and Drugs in the Workplace: Costs, Controls and Controversies*. Washington, D.C.

[2]Abramowitz, M., and Hamilton, M.: Drug testing on rise. In, *The Washington Post*, September 7, 1986, page D1.

screened for drug use with the urinalysis procedure. The President's initial pronouncement was greeted with virtually total support from heads of the Federal agencies involved in the proposed program. Only subsequently, when problems with screening costs, implementation procedures, and legal issues had been aired and considered, was the impact of the pronouncement recognized. The result: many fewer employees than initially intended were found to meet the requirements for mandatory testing.

On July 21, 1986, the U.S. Customs Service implemented a drug testing policy requiring that employees seeking promotion to certain positions be screened for drugs. Any employee who refused such screening would no longer be considered for promotion. Also, any employee who tested positive for drugs would become ineligible for the promotion and, in fact, would be subject to dismissal from their current job. Subsequently, the U.S. District Court for the Eastern District of Louisiana ruled this program unconstitutional. The Court stated that the plan violated the Constitution's Fourth Amendment's guarantee against unreasonable search and seizure, the Fifth Amendment's right against self-incrimination and the individual's right to privacy. In conclusion, the Court stated that after considering "the massive intrusive effect of the drug testing plan against the legitimate governmental interest in a drug-free workplace and workforce the court finds the plan to be overly intrusive and constitutionally infirm."[3]

These two instances illustrate potential difficulties inherent in substance abuse screening. Addressing the pertinent issues involved in such screening prior to selecting a detection method could alleviate the difficulties.

Issues Concerning the Use of Urinalysis

Costs

Absenteeism, accidents, lowered productivity, and time away from the job are some of the common behavior patterns of substance abusers and cost an organization money. Precise analytical drug testing methods also cost a lot of money. Urine testing consists of two steps: a *screening* of the sample for a wide variety of chemicals, and then a *confirmation test* on the same sample to identify the presence of chemicals suggested by the initial screen.

The most common urinalysis screening procedure is the *immunoassay*. One screen uses enzymes as reagents (such as the Enzyme Multiplied Im-

[3]*National Treasury Employees Union v. William Von Raab, Commissioner, United States Custom Service*, Docket No. 86-3522, E.D.La., November 14, 1986.

munoassay Technique, EMIT, marketed by the Syva Corporation). A second common screening technique uses radioactive tagging—*radioimmunoassay* (RIA). Abuscreen is representative of a radioimmunoassay technique (marketed by Roche Diagnostic Systems). Other screening techniques are *thin-layer chromatography* (TLC) and *high pressure liquid chromatography*. Screening costs approximately $5–$10 per sample.

Confirmatory tests include *gas chromatography* and *gas chromatography/mass spectrometry* (GC/MS). GC/MS is considered the best confirmatory test and costs $30–$100 per sample depending on the laboratory and the volume of work guaranteed by the client. It should be noted that confirmatory tests are only performed following a positive finding on the screening technique.

Figure 1 illustrates the approximate costs to an organization implementing urinalysis as a detection procedure for substance abuse. These costs are derived from the following premises:

—population of 50 employees, tested twice a year;
—25% positive identification rate on the initial screening;
—average employee earns $8.50/hour plus benefits;
—test requires 30 minutes to complete.

FIGURE 1

Chemical Analysis Only		
Time 1:	50 screens ($7.50 each)	$375.00
	13 confirmations ($65.00 each)	845.00
	Subtotal	$1220.00
Time 2:	Same as Time 1—Subtotal	$1220.00
	Total	$2440.00
Employee Costs to Provide Samples		
Times 1 and 2:	Total time—50 hours @ $8.50	$ 425.00
Urinalysis Administrator		
Times 1 and 2:	Four (4) samples per hour—25 hours @ $8.50	$212.50
Grand Total		$3077.50

$3077.50 represents the cost of a basic testing program for 50 employees. Other costs related to most urinalysis programs which are not easily measured include decreases in employee morale, motivation, and satisfaction, and time lost due to employee discussions about the testing program.

Chain of Custody:

"Chain-of-custody," required by forensic standards, refers to the traceability of a sample from the time it is provided by the employee or job applicant through all the steps in the testing and analysis process. Chain-of-custody procedures are necessary to ensure that results are correctly matched to the person who provided the sample. This means that the employee must be closely watched and supervised when providing the sample, that there be secure storage locations for the sample, that signatures be collected of all persons handling the sample from the time it is taken to the time the results are issued, and that there is secure shipment of the sample to an outside laboratory, if required. Measureable costs for ensuring the integrity of the chain-of-custody include secure storage and shipping costs and additional labor costs for male and female monitors to witness the production of the sample.

The role of the witness is critical. A witness negates the possibility that an employee will substitute a sample of some liquid other than his/her own urine. During the investigation of the death of University of Maryland basketball star Len Bias, it was discovered that a teammate of Bias' provided a "clean" urine sample to a third teammate so that the third one would pass a university administered drug test.[4] Persons involved in drug testing have many "war" stories about substitutions for urine when close monitoring is not performed.

Validity and Reliability:

Validity is the extent to which a test measures what it is supposed to measure; accuracy. Reliability refers to the extent to which a test is consistent in measuring whatever it purports to measure; consistency, relative freedom from errors of measurement.

Drug use results in an unknown influence on a person's behavior. Unfortunately, urinalysis does not describe the immediate behavior of an individual. Instead, it describes an individual's use of a substance some time in the past. There are no tests other than the level of blood alcohol (measured via blood tests and breathalyzer type instruments) which yield a reasonable correlation with behavior. It should be pointed out that we now have legal definitions for alcohol intoxication based on blood levels. However, there are no such definitions for intoxication due to other drugs, and in the workplace, supervisors must determine problem behaviors strictly via observation. Because drugs can be detected in the urine (in the form of inactive metabolites) well beyond the period of intoxication or impairment (e.g., barbiturates 900 hours, cocaine 25 hours,

[4]Jenkins, S., and Harriston, K.: Bias grand jury hears of deceit in drug testing. In, *The Washington Post*, August 14, 1986, page A12.

heroin 24 hours, a single marijuana joint 120 hours, PCP 200 hours), urine tests are not true indicators of an individual's level of intoxication nor productivity at the time of testing.

Mass screening procedures used in urinalysis—the RIA and the EMIT tests—have unreliability estimates ranging from about 5%, as reported by the companies producing the tests, to as high as 50%, as reported in field studies. Is even a 1% unreliability rate tolerable when the careers and lives of employees are involved? There is too much at stake for false positive results in testing programs.

Constitutional Issues:

The U.S. Customs Service case mentioned earlier addressed constitutional issues of concern when urinalysis is being considered as part of a drug policy: unreasonable search and seizure, right against self-incrimination, and right of privacy. The CONRAIL engineer involved in the January 4, 1987, AMTRAK collision near Baltimore, Maryland, expressed the sentiments of many employees following his positive urinalysis for marijuana use on a urine sample taken after the crash: "What right does management have to know what I do on my own time? I never use (drugs) before coming to work or while I am working." This type of statement, combined with the Customs Service court decision, must serve as a reminder of the problems surrounding implementation of a mass urine testing program for employees.

A Proper Role for Drug Testing in the Workplace

Drug testing can play a valuable role in the workplace to help identify users. The circumstances governing drug testing must be clearly specified and documented, and the various issues cited above must be understood and addressed in an organizational drug policy. This author believes that the primary use of drug testing should be as part of a contract between the employee and the organization following the user's treatment and return to the workplace following treatment. In this situation, the employee literally signs a contract which specifies terms for maintaining employment. The employer specifies its terms for allowing the individual to return to the workforce. Often these terms include a provision for drug testing as a way to confirm the employee's abstinence from substance use.

Detection of Substance Abuse in the Workplace

How can we determine substance abuse among our workforce more reliably, in a less costly manner, while not infringing on the rights of the workers? The first response to this question is via management training of first level managers and supervisors. These people are in a position to

observe performance and behavior decrements of their employees. As noted above, certain behaviors are often an early sign of substance abuse. Since *any* decrement in performance for *any* reason is unproductive, managers need to observe the behavior of their employees either directly or via analysis of performance records. An effective management development program will provide its trainees with the proper observational skills, record keeping and analytical abilities, and a comprehensive basis of drug information.

A second response to the question above is for an organization to develop a comprehensive substance abuse policy which mandates the input of both management and employees. Once this policy has been implemented, it must be applied in an even-handed and non-discriminatory manner without variation.

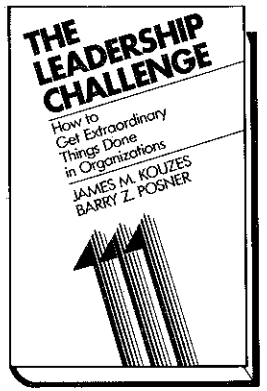
Thirdly, concurrent with policy development should be the establishment of an employee assistance program (EAP), or short of that, a procedure for referral of users who want to seek help for their problems. At a minimum, the personnel officer should maintain a list of local treatment specialists and programs to which an interested employee could be referred for assistance.

A successful EAP or referral system rests on the foundation of confidentiality. Records or contents of written documents cannot be compromised. If confidentiality cannot be achieved, volunteer participants in a treatment program or those who have recently been reinstated to their jobs following treatment might be lost to the program due to unnecessary peer or supervisory pressure about their problem. Such treatment information must never be held against an employee.

Another method to improve detection of drug abuse is close coordination among managers, personnel officials, and health professionals for a successful EAP or referral program. Open communications and easy access among these people is a must. All must have the common goal of helping the employee and close coordination makes that goal attainable.

Any substance abuse program within an organization designed to approach a drug free workplace must consider and address the issues raised here. These issues merit consideration prior to the development and implementation of an organizational drug policy and selection of a particular detection procedure. Most important to the program's eventual success is acceptance and support among management and employees.

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Reorganizing to Meet the Needs of Scientific Psychology

At the February APA Council of Representatives meeting, the report of the Bardon Task Force on the structure of APA was presented for consideration. It envisioned a modified federation model, in which separate assemblies would function as the primary societies, under an umbrella APA. It was the result of a two-year effort on the part of a diverse commission. The result of the reorganization plan would be that scientific and scientifically-oriented applied psychology would have its own assembly and purely guild-oriented concerns would have its own. Additional assemblies would also be possible. Separate dues would be charged by the assemblies. The scientifically-oriented assembly hoped for greatly reduced total fees for their members.

The reorganization plan was voted down on a close roll call vote. The lines that emerged in the vote were quite clear. Scientists and scientist-practitioners voted yes. The guild interests voted no.

The scientifically-oriented members of Council met to consider their options. We realized that we, in fact, did have a common set of interests—we were *already* a group. Thus, we declared the existence of the Assembly for Scientific and Applied Psychology. The declaration was signed by 38 members of Council. Presently, the supporters of ASAP include individuals who are officials of Divisions 1, 2, 3*, 5, 6, 7, 8*, 9*, 14*, 16, 17, 19, 20*, 21, 24, 25*, 26, 27,*, 28, 34, and 35. Several of these Divisions have themselves voted to support ASAP (those with asterisks) and others are about to do so. The Council of Graduate Departments of Psychology has voted to support ASAP. Other formal individual supporters of ASAP include Al Bandura, B. F. Skinner, Fred King, Janet Spence, Sid Bijou, Lew Lipsitt, Irv Goldstein, Milt Hakel, Brewster Smith, and many others.

At the May APA Division Leadership Conference the first official meeting of ASAP was held. The new officers (Pro Tem) of ASAP are as follows: Charles Kiesler (President), Steven Hayes (Secretary-Treasurer), Dick Campbell, Judith Goggin, Virginia O'Leary, and Lucia Gilbert (Members at Large).

Composed of researchers, academicians, scientist-practitioners, and others with scientific interests, the purpose of ASAP is to promote the interests of scientifically-oriented psychology, either within APA or without. ASAP feels that it is critical to attract the many scientific psychologists who have left APA back into an organization that crosses

the boundaries of specific subfields of psychology. Further, ASAP feels that a fundamental restructuring of APA is needed to maintain the interests of scientific psychology without the distractions, and the enormous dues and "special assessments" dictated by the pursuit of guild interests. Whether ASAP functions within APA or without will depend on our members and the success and nature of APA reorganization.

To further these goals ASAP has become a membership organization. Membership criteria are similar to those in APA, with the additional requirement of a demonstration of contributions to research or application of scientific psychology. Members need not be members of APA. Charter dues are $25. Psychologists interested in supporting this effort are invited to join ASAP. Please send a vita and $25 to: **Steven C. Hayes, Ph.D., Secretary-Treasurer, ASAP, Department of Psychology, University of Nevada, Reno, NV 89557-0062.**

Assembly for Scientific and Applied Psychology

Membership Form

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Dr. Steven C. Hayes
Secretary-Treasurer, ASAP
Dept. of Psychology
University of Nevado-Reno
Reno, Nevada 89557-0062

Strategic Change and Human Resource Management in the United Kingdom

Paul Sparrow, Chris Hendry and Andrew Pettigrew
The Centre for Corporate Strategy and Change

The Centre for Corporate Strategy and Change is directed by Andrew Pettigrew, Professor of Organisational Behaviour in the School of Industrial and Business Studies, University of Warwick. Since its formation in October 1985 the Centre has received funds in excess of 1.2 million dollars to carry out research in the areas of management of strategic change in mature businesses, the implementation of strategic change in the National Health Service, and corporate strategy change and human resource management.

Strategic HRM

The research on 'Corporate Strategy Change and Human Resource Management' commenced in October, 1985. It is funded by the Manpower Services Commission (MSC), which is the major governmental body in the U.K. having responsibility for overseeing training. The research arises out of the perception that changes in the political, economic, and business environment within the U.K. over the past few years have caused many organizations to rethink their business strategy, and at the same time the content and style of their human resource policies. Such external change raises questions about line managers' effectiveness in managing changes in business focus, structure, and technology, and the role that appropriate human resource policies and practices can play in the maintenance and improvement of competitive performance. In this respect it provides a parallel study to that of Beer and his colleagues on selected firms in the United States. In particular, the MSC has an interest in identifying good practice in the human resources area. Currently, the Commission's concerns about training are being fueled by international comparisons which show a relative lack of commitment among firms in the U.K. to continuing vocational and educational training, or "human resource development." The causes of this are complex, but there is some evidence to suggest that the absence of an integrated and strategically oriented approach to human resource management is a major contributory factor.

Objectives

The research shares with others at the Centre a common interest in understanding the interplay between the context, content, and process of strategic change. The formulation and implementation of business strategy and change is often constrained by characteristics of an organization's culture and structure which in turn owe much to historical approaches to HRM and commitment to past business strategies. Consequently, the research has a strong retrospective character, covering the historical development of the firm which is intended to illuminate not just the relationship between business context and content changes in strategy and HRM, but also the processes by which the latter come about. The decisive issue is often not "what" should be done, but what is stopping it from being done, and "how" such situations can be unlocked. However useful conceptualizations of strategic human resource management are, models in the theoretical literature are inadequate in that they give scant attention to the processes by which the "how" of change is achieved. An agenda for progressive and relevant HRM must include such considerations. The research is therefore pursuing a number of specific objectives:

1. To identify the impact of economic, technological, and product-market changes on HRM;
2. To identify how and where HRM can contribute to competitiveness;
3. To assess how progressive firms value HRM;
4. To identify novel HRM policies and practices;
5. To provide in-depth case studies of change in HRM policies; and
6. To identify and describe the key levers organizations can pull to successfully implement HRM changes.

Methodology

In-depth case studies are being carried out in ten companies operating in the U.K., within four industrial and commercial sectors. These include Wang, ICL, and Honeywell (office automation & computing); GKN, IMI, and Pilkington (engineering & general manufacturing); Trustee Savings Bank and Barclaycard (retail banking); and Asdi-MFI and Halfords (retailing). These span growing, mature, and declining sectors and present comparisons and lessons to be drawn across such sectors. They are also firms which have been undergoing transformation in both their business and HR activity, and therefore may offer particular lessons regarding the management of such changes.

To support and provide context for the in-depth case studies, mini-case studies are being carried out in six or seven other companies in each

sector. The studies are being produced by means of interviews with senior and middle line managers and with human resource specialists, supported by extensive archival material and using published secondary data on the firms and sectors. A feature of the methodology is feedback to the participating companies through "research in action" workshops, so that there are both policy benefits via the sponsoring agency and particular benefits to the firms concerned.

Sector Issues

The first stage in our case study-based approach is the achievement of adequate description. An indication of the issues being identified among certain of the firms under study suggests that in the office automation/computing sector Wang (U.K.) Ltd., Honeywell (U.K.) Ltd., and ICL are all faced with a business market slowing down in terms of revenue growth, but accelerating in terms of technological change. The recent recession in the industry, followed by an aggressive array of corporate behavior in terms of price wars, takeovers, and joint ventures has focused attention not on the technological advantage the companies have, but rather on the quality of service offered by suppliers. The concept of a 'total solution' service entails the provision of compatible hardware, strong software applications focused on the needs of particular markets or industrial sectors, communications facilities, pre-sales consultancy on system requirements, post sales software support to customize solutions, and high quality maintenance facilities. Many of these "soft" services are providing the supplier companies with an increasing proportion of their revenues. The extent to which companies like Wang, Honeywell, and ICL can acquire, retain, develop, and compensate individuals with the skills and personal attributes matched to providing such services has become the key to their competitive performance. The case studies track developments in the companies that have led up to this link between quality of human resource management and competitive performance, and describe some of the activities and tactics used by the companies to implement such policies.

In the engineering/manufacturing sector GKN, IMI, and Pilkington exhibit common patterns in the shrinking of their core businesses, development of newer, higher added-value products, and a growing internationalization to where the markets for their products increasingly lie. These changes have been producing consequential elaboration of their organizational structures as new businesses have grown, more distant in terms of geography, product, skills, and technology. This, in turn, has rendered centralized control (appropriate to single or dominant product firms) less relevant. Such firms are, therefore, faced with the need to strike a new balance between centralizing and decentralizing

tendencies, in order to accommodate the greater diversity in the human resource area—for example, in the form of more heterogeneous staff, with a different skill profile to the older businesses, different requirements in the whole area of employment "flow" (in recruitment & selection, appraisal, training & development, career pathing, and outflow), more varied reward systems, and so on. The three firms in question, though, are not starting from the same point in business development and, indeed, GKN and IMI have operated decentralized personnel systems for some time. In particular, at Pilkingtons, traditions of centralized industrial relations and pay bargaining systems provide a different starting point and backdrop to decentralizing other aspects of decision-making and HRM. They, therefore, afford a contrast in terms of the internal (within-firm) context of change and the process by which this occurs.

The external context for the Trustee Savings Bank and Barclaycard, in the banking and financial sector, is one of ferment, not merely with "Big Bang" in the city of London affecting securities and money market operations at one end of the banking business, but with an increasingly complex and volatile competitive scene at the retail banking end. This situation is not dissimilar to that in the United States where technology and regulatory changes since 1980, affecting the commercial banks and "thrifts," are unsettling established market positions. In the U.K., building societies, insurance companies, and the TSB, for example, along with international banks, are targeting segments outside their traditional operations, and within that of the clearing banks, for attack—at the same time as new applications in computing and plastic card technology threaten to change the basis, and location, of banking operations. This is forcing commercial banks with large retail networks to pursue more focused strategies and to rationalize and reshape their branch networks accordingly. The shift that this entails away from a 'generalist' banker philosophy has significant consequences for established career structures and promotion prospects. The problem the new entrants face, on the other hand (particularly those like the TSB and building societies entering new areas of 'risk' business in lending), is to be able to manage efficiently a limited human resource that have the new skills required, to be able to rapidly increase their numbers, and to achieve a shift in focus and culture towards more profit-oriented goals.

Emerging Findings

Early case work illustrates, first, that the solution of strategic problems is often crucially dependent on HR strategies, and, second, that the achievement of effective HR practices is bound up with development in the role of the personnel function. A number of human resource ac-

tivities in particular are playing an increasingly important role in realizing the necessary organizational change. Training and development activities, carefully balanced by rewards, are taking the fore in the industry as skill shortages deepen or as skills are upgraded. This training focus, however, comes as part of a broader package of human resource management activities which also include the use of planning to underpin and diagnose development needs, and the use of communication and core management development activities to realign the culture to create a climate of change which will foster major transformations in human resource management. The various research papers and conference reports will seek to identify some of the 'levers' for assisting the process of strategic business change through human resource transformation.

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Contact the Business Manager to advertise in **TIP. Rick Jacobs, 520 Moore Building, Department of Psychology, Pennsylvania State University, University Park, PA 16802 (814-863-1867 or 814-237-5997).**

SIOP Calendar

TIP deadline for November issue	September 15, 1987
SIOP Pre-APA Workshops—New York City	August 27, 1987
SIOP Doctoral Consortium—New York City	August 27, 1987
APA Annual Convention—New York City	August 28–September 1, 1987
SIOP Conference program submission deadline	October 1, 1987
Fellow nominations deadline	November 15, 1987
Submission deadline for 1988 APA Annual Convention—Atlanta	December 18, 1987—Note change
SIOP Pre-Conference Workshops—Dallas	April 21, 1988
SIOP Third Annual Conference Dallas	April 22–23, 1988

SIOP-Related Books Doing Well

The six volumes published by Sage Publications and based on the Innovations in Methodology Conference initiated by SIOP a few years ago are still selling well as evidenced by the letter reprinted below. The latest royalty check that SIOP received was for about $2,000.

As the second item below indicates, the initial "Frontiers in Industrial and Organizational Psychology" volume, Career Development in Organizations, edited by Tim Hall, is also receiving acclaim.

SAGE Publications, Inc.

April 28, 1987

American Psychological Association
Division 14
Attn: Ann Howard, Secretary-Treasurer
550 Madison Ave., AT&T-Rm. 1231
New York, NY 10022

Dear Ms. Howard:

It gives us great pleasure to dispatch the enclosed royalty check to you. Not only because of the size of the check (and previous ones) justifies our faith in Professor Hackman and his project—but also because we have enjoyed working with him, and with the individual volume authors. It is therefore an extra pleasure to see that the fruits of our mutual labors are substantial.

We hope we'll have the opportunity to build upon this relationship in additional ways during the years ahead.

Sincerely,

George D. McCune
Publisher and President

Charles T. Hendrix
Editor

Sara Miller McCune
Publisher and Chairman

Ann West
Editor

"FRONTIERS" RECEIVING RECOGNITION

The 1986 volume in SIOP's new series, *Frontiers in Industrial and Organizational Psychology*, is being well received not only by the buying public but by the book industry as well. The book, *Career Development in Organizations*, by Douglas T. Hall and associates, sold 2,329 copies through April, and continues to sell at a rate of nearly 200 per month. Other evidence of the book's favorable reception include laudatory book reviews, requests for rights for two foreign language translations, and selection as one of the outstanding academic books of 1986–87 by *Choice* magazine, reviewer for college libraries. The series editor is Raymond Katzell, and others on the Editorial Board have included John Campbell, Richard Campbell, Edwin Fleishman, Irwin Goldstein, Tim Hall, Richard Hackman, Lyman Porter, Patricia Smith, and Victor Vroom. Jossey-Bass is the publisher. SIOP has earned over $4,000 in royalties for this volume to date.

The PSYCHOLOGY TODAY Board is sponsoring a meeting entitled "The *Psychology Today* Controversy" at the 1987 APA Convention. The meeting will be held on Monday, August 31, from 11 a.m. to 12:50 p.m. in the Beekman Room of the New York Hilton.

THE SCIENCE AND PRACTICE OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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University of Maryland
College Park, MD 20742

Letter to the Editor

This is the first time I have written a letter to the editor of any sort of publication, but Daniel Feldman's, "When words become separated from meaning" (**TIP**, February, 1987) has succeeded in being outrageous enough to motivate me to do so.

Daniel's point about using jargon to sanitize harsh realities (e.g., "de-hiring" instead of "firing") is a valid one. However, in his over-simplified, nondiscriminating broadside attack, he quickly goes on to condemn many current progressive human resource management concepts which *do* have important meaning, Daniel's pronouncements notwithstanding. For those of you who have always wondered what a Mike Royko column on human resource management would look like, I refer you to Feldman (1987).

For example, Daniel informs us that "outplacing" is just a sugar-coated word for "layoffs." Outplacement, in fact, refers to a real set of company-sponsored activities to help an individual do self-assessment, career planning, and job search, so that the new job will hopefully be one which represents a real career growth move, not just another job. Research on outplacement shows that the process not only aids in job relocation, but also that the new job tends to be more satisfying than the old one. Outplacement is a term with a real meaning, one distinct from "layoff" or "firing."

In a similar vein, Daniel mocks the concept of "job loss as a career transition." Janina Latack's work shows very clearly and persuasively, as does the outplacement research, that job loss *can* trigger real learning, increased self-direction, and a much better fit in the next job. She does not say this *does* happen all the time; the point is that it can. My preference is to seek more ways to help it happen, rather than ridicule the idea.

Another example of misplaced mirth was his hatchet job on "downward career growth." As someone who works in this area, I can attest to several facts: 1) With corporate restructuring and the middle-aged baby boom bumping up against each other, something has to give, and that something is promotions. Lateral moves and downward moves will have to be, and are being, used more frequently to meet organizational staffing and employee development needs. 2) A downward move *can* produce career growth if it gets a person out of a dead-end career path, if it is a way to get cross-functional experience with less risk at a lower level, and if the job demands a different profile of skills than the current one. 3) Downward moves must be managed and planned if they

are to promote growth. A demotion is *not* (despite Daniel's pronouncement) "downward career growth." (Cf., Hall and Isabella, "Downward moves and career development," *Organizational Dynamics,* Summer, 1985.)

The point is, given the current state of organizational trauma and restructuring, if one alternative to firing people is demoting them, how can a demotion produce new learning and skill acquisition? Again, these terms *do* have important meaning when they apply to real activities. It's true that they can be simply euphemisms, and harmful ones at that if they cover up socially-irresponsible management actions. But Feldman's indiscriminant assertions that all of these terms have no meaning is even more harmful: he is, in effect, discouraging organizations from developing progressive responses to traumatic events such as massive restructuring and workforce cutbacks.

Well-managed, conscientious employers such as IBM and AT&T are engaging in career assistance activities which give meaning to these terms. Such companies are certainly not in the majority, and they are finding these activities very costly and difficult to maintain. It is not helpful for academics to engage in diatribes which mock such constructive efforts and encourage other employers in their beliefs that "Yes, outplacement is just a nice word for firing, so let's keep it simple and just fire people in the old-fashioned way."

A more intelligent and helpful response is to show how and where these progressive concepts do have meaning and to encourage their effective use. Talk to someone who's used outplacement, Daniel, and compare that response to what you hear from someone who's been fired.

Douglas T. (Tim) Hall
Boston University

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IOTAS

James L. Farr

There are a number of job changes to report. **Susan Jackson**, in keeping with her biennial schedule, has left the University of Michigan to join the I/O program at New York University. **Phil Benson** has moved west from Auburn University's Psychology Department to the Department of Management at New Mexico State University. Also leaving Auburn is **Karl Kuhnert** who is going to the Department of Psychology at the University of Georgia after spending this summer at NPRDC in San Diego. **Craig Schneier** has been appointed a managing principal and national director of Sibson & Company's Human Resource and Organization Effectiveness consulting area. **Philip Ash**, a former president of Division 14, has resigned from Reid Psychological Systems and joined the research staff of London House, Inc., as a consultant. **Brian Morgan**, a vice-president of Opinion Research Corporation, has recently been promoted to Director of ORC's Organizational Research Group. **Lance Seberhagen** has been selected to assist **John Hawk** at the US Employment Service in coordinating with a National Academy of Sciences study team evaluating the GATB testing program.

Steve Colarelli received the 1987 University Research Professor/Research Associate Award at Central Michigan University. **Daniel Feldman** was voted MBA Teacher of the Year for the fifth time at the University of Florida Graduate School of Business—perhaps I should send a few old lectures for you to use, Daniel, so someone else on your faculty has a chance to win this award!

Jo-Ida Hansen has been elected President-Elect of the Association for Measurement and Evaluation in Counseling and Development, effective July, 1987. She will assume the position of President of AMECD in July, 1988. **John Proctor** has been elected Secretary-General and member of the Executive Committee of the World Academy of Art and Science.

The Division of Organizational Psychology of the International Association of Applied Psychology has announced its new officers and Division 14 members fill many key positions. **Frank Heller** is President; **Pieter Drenth,** Immediate Past President; **Bernard Bass**, Past President; **Fred Fiedler,** Vice President/President Elect; **Angelo DeNisi,** Secretary; and **Peter Weissenberg,** Treasurer.

I would like to thank **Mick Mount** who is leaving **TIP** as its Business Manager as of this issue. Mick helped to smooth the editorial transition

from **Paul Muchinsky** to me by his effective handling of ads, position notices, and subscriptions for nonmembers. My colleague at Penn State, **Rick Jacobs**, has agreed to become the new Business Manager. Let's all give Rick the business!

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Membership in the Society for Industrial and Organization (I/O) Psychology, Inc. is open to Fellows, Members, and Associates of the American Psychological Association (APA). Applications for status in this division as Member or Associate or as Foreign or Student Affiliates of the Society are handled through the Society Membership Committee. Recommendations for status as Fellow are made through the Fellowship Committee.

Article 1, Section 2 of the Society Bylaws describes the Society's purpose as "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services." Examples of such applications include: selection and placement of employees, organization development, employee counseling, career development, conflict resolution, training and development, personnel research, employee motivation, consumer research and product evaluation, and design and optimization of work environments.

The requirements and instructions for application for Associate or Member status or Foreign or Student Affiliate are given below:

Qualifications for Member Status:

1. Members must meet the standards for Members in APA:
   a. Have a doctoral degree based in part upon a psychological dissertation conferred by a graduate school of recognized standing.
   b. Be engaged in study or professional work that is primarily psychological in nature.
2. a. Must be engaged in *professional activities,* as demonstrated by research, teaching, and/or practice, *related to the purpose of the Society* as stated in Article 1, Section 2 of the Bylaws. Such activities may be performed in a variety of settings, such as private business or industry, educational institution, consulting firm, government agency, public service foundation, or self. There must be at least one year of full-time service in these activities.

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List memberships in other divisions.....

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EDUCATIONAL BACKGROUND (Show undergraduate and graduate education)

Institution	Degree	Date	Major area of specialization

Master's thesis title

Advisor(s)

Ph.D. thesis title

Advisor(s)

PUBLICATIONS (List your two most significant publications, if applicable)

Title of Publication	Publication	Date

77

PROFESSIONAL EXPERIENCE (List *present position first* and then list earlier positions)

Employer	Title	Supervisor	Dates	
			From	To
1.				
2.				
3.				

DUTIES: On a separate page describe briefly the duties of each job. Identify by the above numbers.

Show any additional information to support your application on the reverse side of this form or a separate page.

I certify the above information is correct. I authorize investigation of all statements contained in this application. I subscribe to and will support the purpose of the Society, "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labor unions or trade association, and public agencies."

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b. It would be helpful to the Membership Committee if *individuals who did not receive a Ph.D. in I/O psychology, or the equivalent thereof* (e.g., Ph.D. in organizational behavior from a business school), supported their statement that they are engaged in professional activities related to the purpose of the Division by *submitting one of the following*: (a) two articles published in I/O related journals, (b) two letters of recommendation written by current members of the Society of I/O Psychology, (c) name of I/O related courses taught, or (d) copies of unpublished research or evaluation reports in the I/O area.

3. Applications must be approved by both the Membership Committee and the Executive Committee of the Society for Industrial and Organizational Psychology, Inc.

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   a. The person must have completed two years of graduate work in psychology at a recognized graduate school.
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Qualifications for Student Affiliate Status:

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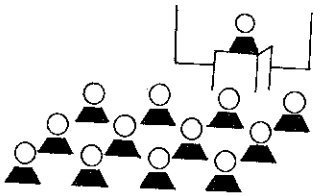
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*From Society Bylaws

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University of Maryland
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Meetings



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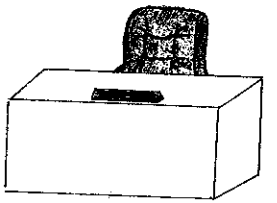
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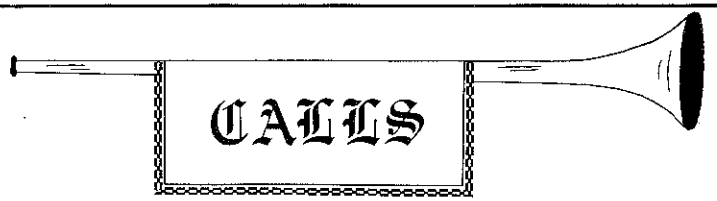
mittee, Department of Industrial Relations and Human Resources, College of Business Administration, The University of Iowa, Iowa City, IA 52242. Formal screening will begin December 15, 1987. Applications for visiting positions Spring semester, 1988 are also sought; these will be screened beginning in September, 1987. The University of Iowa is an Affirmative Action and Equal Opportunity Employer.

FACULTY POSITION. The Department of Organizational Behavior of the New York State School of Industrial and Labor Relations, Cornell University, is seeking candidates for a position at the Assistant or Associate Professor level beginning in September 1988. Salary is competitive and negotiable depending upon qualifications. Individuals applying for this position should have a thorough knowledge of Micro Organizational Behavior. The Department wants to attract a person with a demonstrated research interest and effective teaching performance in such areas as: leadership, groups, motivation, job attitudes, and with a preference for research and teaching in the context of industrial relations. The successful candidate will join a broadly defined Department where both Micro and Macro Organizational Behavior are represented. The customary teaching in the School of Industrial and Labor Relations is four courses per academic year. The undergraduate program enrolls about 650 students and leads to a B.S. degree. Our graduate program, in which about 110 students are enrolled, offers the Ph.D., as well as M.S. and MILR degrees. Interested persons are encouraged to send a vita, reprints of published work, and at least three letters of reference to: **Professor Leopold Gruenfeld, Chair, Search Committee, Department of Organizational Behavior, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, NY 14851–0952.** Cornell University is an Equal Employment Opportunity/Affirmative Action Employer.

Management Consultants. Medina & Thompson, Inc., a firm of consulting psychologists to management, is seeking clinical and/or O.D. psychologists for consulting with middle and upper management in the U.S. and abroad. Responsibilities include evaluation, counseling, group work, workshops/seminars and organizational development project work. Doctorate in psychology required. Must be licensed or eligible for licensure. Business experience desirable. Send resumes to **Dr. Gerald J. Smith, MEDINA & THOMPSON, INC., 100 South Wacker Drive, Chicago, IL 60606.** Telephone: 312–372–1804. Medina & Thompson, Inc., is an Equal Opportunity, Affirmative Action Employer.

Staff Psychologist. Auburn University at Montgomery has an immediate opening for an Industrial/Organizational Psychologist in its Center for Business and Economic Development. Responsibilities include conducting validation studies of employee selection devices. The Staff Psychologist also serves as director of an on-going assessment center project which evaluates supervisory candidates for a large manufacturing concern. Additional responsibilities include supervision of Center staff assigned to validation projects, consultation with Center staff in research design and data analysis, and *ad hoc* consultation to Center clients on a variety of I/O topics. Desired qualifications include a Ph.D. in I/O Psychology or a related discipline and experience in research methods applicable to test construction and validation. Experience in Title VII litigation is preferred but not required. Interested parties should send vitae to: **John G. Veres, III, Director; Center for Business and Economic Development; Auburn University at Montgomery; Montgomery, Alabama 36193–0401;** Telephone 205/244–9700. An Equal Opportunity/Affirmative Action Employer.

Organizational Behavior. The Department of Management at the University of Kentucky will be recruiting for a faculty position in organizational behavior beginning in August, 1988. Rank is open and salary is competitive. We are looking for the best candidate, regardless of particular content area within OB. The candidate must be committed to significant research programs and to the educational development of students at all levels in the university. Applicants should send an academic vita and three letters of recommendation to **Dr. Philip Bobko, Department of Management, University of Kentucky, Lexington, Kentucky 40506–0034.** The University of Kentucky is an Equal Opportunity Employer.



CALL FOR MANUSCRIPTS

A new journal, the *International Journal of Value-Based Management*, is seeking manuscripts that clarify the role of values in organizational behavior and in the process of decision making. Case studies and empirical research are both welcomed as are manuscripts with a comparative cultural point of view. For more information, contact the editor, **Samuel M. Natale, Iona College, Hagan School of Business, New Rochelle, NY 10801–1890.**

SPECIAL ISSUE OF JOURNAL OF VOCATIONAL BEHAVIOR

The proceedings of a 1985 conference sponsored by the Personnel Testing Council of Southern California, entitled "The g Factor in Employment Testing," has been published along with additional commentary by testing experts not at the conference as a special issue of the *Journal of Vocational Behavior*. This special issue may be ordered for $10.00 for members of PTC affiliates and for $15.00 for others by sending a check made out to PTC/SC to **Dr. Patricia Yokopenic, General Telephone Co. of California, 1 GTE Place—RC 3240B/BC 500, Thousand Oaks, CA 91362–3811.**

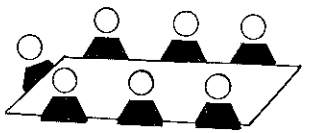
STRATEGIC CHANGE AND HRM

A colleague in the UK is interested in learning about any research projects that address the relationship between human resource management and organizational strategy, particularly strategic change and its implications for human resource issues. Contact **Dr. Paul R. Sparrow, Centre for Corporate Strategy and Change, School of Industrial & Business Studies, University of Warwick, Coventry, CV4 7AL, UK.**

PREDICTIVE INDEX INFORMATION SOUGHT

Validity and other research information is sought on a test called the

Predictive Index. It is published by Praendex, Inc., of Wellesley Hills, MA, and distributed in Canada by the Menergy Company of Toronto. Contact **Dr. Peter Moon, Suite 600, 365 Bay Street, Toronto, Ontario M5H 2V1, Canada.**



Committees

Second Annual Conference

Stanley B. Silverman, Chair

The Society held its Second Annual Conference and once again it was a tremendous success. The conference took place at the Atlanta Hyatt Regency Hotel on April 2–4. Workshops were conducted on April 2, and the conference itself on April 3–4.

The eight workshops on April 2 were sold out prior to the conference and the conference itself had 895 registrants. The Society owes many thanks for the hard work the members of the steering committee and their respective committees put into the preparations for the conference. The committee consisted of **Irv Goldstein** (Past-President), **Shelly Zedeck** (President), **Ron Johnson** (Registration), **Susan Jackson** (Program), **Larry James** (Local Arrangements), **Phil DeVries** (Workshops), and myself. In addition, I would like to thank **Allen Kraut** and **David Day** for their help throughout the year.

The conference consisted of over 65 workshops, symposia, poster sessions, debates, and tutorials. The Society is busy planning for the Third Annual Conference in Dallas, April 21–23, 1988, at the Loews Anatole Hotel. The "call for papers" will be mailed to all Society members around July 1 with an October 1 deadline. The Loews Anatole is a magnificent facility and we are planning what should turn out to be a ter-

rific conference. So make plans to attend and start thinking about that symposium that you always wanted to put together!

Following Dallas the conference will be held in Boston (April, 1989) and Miami (April, 1990).

Scientific Affairs

Michael Campion

REPORT ON LINK-UP ROUNDTABLE SESSION AT SIOP CONFERENCE

Recent issues of **TIP** have featured a "link-up" column designed to encourage cooperative research efforts between academics and practitioners. The recent SIOP conference had a link-up roundtable so that researchers in search of collaborators could find each other. This report summarizes the interests of those attending. Please contact these individuals directly should you want to discuss possible mutual research.

Participants with data bases, settings, or organizational needs looking for someone with research interests or ideas:

***Jeff Jones,** Tampa Electric, Tampa, FL—aptitude oriented selection systems, drug testing, (realistic) previews of selection systems, predictors of assessment center success, training evaluation for craft and management development, targeted selection.

***Phil Manhardt**, Prudential Insurance, Newark, NJ—management survey data and salary data at organizational unit level, management practices workshop data (n = 300 to 400), and personnel data.

***Suzanne Montgomery**, Montgomery, Copley & Associates—cognitive and personality selection systems, management selection, career development.

***Ken Pederson**, Dow Chemical Company, Freeport, TX—attitude surveys, management development, physical abilities selection, drug testing.

Participants with research interests or ideas looking for someone with a data base or setting:

***Mike Campion,** Purdue University, West Lafayette, IN—job design, drug testing for pre-employment screening, physical abilities selection.

***Judy Komaki**, Purdue University, West Lafayette, IN—management development.

***Britt Miles**—sociotechnical systems, assessment centers.

***Ray Noe,** University of Minnesota, Minneapolis, MN—management development and training, readiness for training, mentoring.

***Cheri Ostroff,** University of Minnesota, Minneapolis, MN—personality tests as predictors of behavior, performance appraisal, training evaluation.

***Bob Pond,** North Carolina State University, Raleigh, NC—job previews, self-efficacy as a moderator, changes in employee attitudes with age.

***Paul Thayer**, North Carolina State University, Raleigh, NC—organizational inhibitors and facilitators of transfer of training.

Education and Training Committee

Edward L. Levine, Chair

As our activities for the coming year take shape, we would like to request some input from SIOP members. First, we will be planning the next survey of I/O-O/B graduate programs to update our current publication. If you have any suggestions about items to add or delete, please get them to me as soon as possible. This is a key resource for those needing information about graduate study in I/O Psychology or Organizational Behavior. Please notify us about any new programs that should be included.

Second, we are continuing our thrust in the area of teaching I/O-O/B topics. Any ideas or experiences concerning effective teaching would be appreciated.

Third, the project to develop guidelines for master's level education will continue. Any thoughts you may have on this topic would be appreciated.

Send correspondence to the following address:

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ADVERTISE IN TIP

The Industrial-Organizational Psychologist is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2500 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 4000 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half-page spread. In addition, **"Position Available"** ads can be obtained at a charge of $30.00 per position. For information or placement of ads, write to **Rick Jacobs, Department of Psychology, 520 Moore Building, Penn State University, University Park, PA 16802.**

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Half Page	$150	$125

PLATE SIZES

Size of Ad	Vertical	Horizontal
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5 1/2" × 8 1/2" booklet, printed by offset on enamel stock. Type is 10 point English Times Roman.

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